AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER
Newhall	Southern	540
EVALUATED BY		DATE
Sergeant J. Mart	inez	08/27/2008

RUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired. SUSPENSE DATE TYPE OF EVALUATION 09/30/2008 Informal Evaluation ☐ Formal Evaluation COMMANDER'S REVIEW FOLLOW-UP REQUIRED Correction Report 9-18-08 V No ☐ Yes BY CORRECTED ACTION REQUIRED **EVALUATED** 1. GENERAL Yes a. Does the Area work force consist of employees, supervisors and managers who support the principles □ No √ Yes addressed in GO 0.8, Professional Values? ☐ No √ Yes (1) Are the employees capable of performing and maintaining essential services to the public? √ Yes □ No (2) Are upward mobility and career development programs and training available to interested employees? √ Yes □ No b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☐ No √ Yes (1) Do supervisors review and assess specific training needs with employees annually? ☐ No √ Yes (a) Is this review done in conformance with the departmental Out-Service Training Plan? Do employees assist in their training assessment by helping supervisors identify their strengths √ Yes ☐ No and weaknesses? ☐ No (1) Do employees seek information on training opportunities to improve their job performance? √ Yes √ Yes ☐ No (2) Do employees initiate their own career development plan? √ Yes ☐ No (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ACTION REQUIRED CORRECTED **EVALUATED** 2. LIEUTENANTS (OTHER THAN COMMANDERS) Yes See Attached a. What are the commander's plans for developing Area lieutenants? √ No Yes (1) Are the plans in writing? (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their ☐ No √ Yes individual career development plans? (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those √ Yes □ No of the Department? (a) Do the lieutenants have a career development plan based on their assessment center □Nο √ Yes follow-up reports? (b) Does the commander use the lieutenant's career development plan to structure needed training √ Yes ☐ No and make meaningful comments on annual performance reports? (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization

√ Yes

affiliation, etc.?

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

							
	(6)		lieutenants' annual evaluations contain comments on the vard mobility?	eir managerial potential a	and their desires on	☑ Yes	□No
		(a)	How does the commander train the lieutenants for com	mand responsibility?	See Attached		
		(b)	Are the lieutenants submitting completed staff work?			√ Yes	☐ No
		(c)	Are the lieutenants involved in coordination with other a	gencies in the criminal j	ustice system?	☑ Yes	☐ No
		(d)	Are the lieutenants participating in Headquarters caree	r development assignme	nts?	☑ Yes	☐ No
b	. Are	lieu	tenants given freedom to manage their respective operat	tions?		☑ Yes	☐ No
	(1)	Are	the lieutenants effective supervisors?			☑ Yes	☐ No
	(2)	Аге	the lieutenants developing managerial skills in subordin	ate supervisors?		☑ Yes	☐ No
	(3)	Are	the lieutenants well-organized in their work?			☑ Yes	☐ No
		(a)	Do they maintain files to assist in evaluations?			☑ Yes	☐ No
		(b)	Do they plan and make effective use of time?			☑ Yes	☐ No
		(c)	Do they work closely with subordinates?			☑ Yes	☐ No
		(d)	Do they foresee problems and plan for them?			☑ Yes	☐ No
		(e)	Do they have an "open door" policy that does not circur	nvent the sergeant's aut	hority?	√ Yes	☐ No
3. S	ERGE	AN1	rs	EVALUATED Yes	ACTION REQUIRED	CORRECTED	
a.			ergeant's role as an essential member of the command's tood?		***************************************	✓ Yes	☐ No
	(1)		es Area use the sergeant as part of the management teand agree on priorities?	m and ensure all have a	good understanding	☑ Yes	☐ No
		(a)	Do the sergeants maximize their on-the-road field supe	rvision time?		☑ Yes	☐ No
		(b)	Do the sergeants properly apply management philosop	hies and supervisory ski	lls?	☑ Yes	☐ No
		(c)	Do the sergeants promote a positive environment cond subordinates?	ucive to counseling and	motivating	☑ Yes	☐ No
	(2)	Do 1	the sergeants assist in the development of their subordin	nates?		☑ Yes	☐ No
		(a)	After officers with supervisory potential are identified, w	hat is done to develop t	nat potential?	See attache	d
	(3)	Аге	the sergeants able to direct the activities of subordinate	s to accomplish Area an	d departmental goals?	√ Yes	☐ No
		(a)	Do the sergeants' actions show a willingness to become	e involved?		☑ Yes	☐ No
		(b)	Do the sergeants know when to act, when to delegate,	and when to refer to a s	uperior?	☑ Yes	☐ No
50	(4)	Are	sergeants available at the beginning and at the end of s	hift in the office, and in	he field during shift?	☑ Yes	☐ No
		(a)	If on an alternate workweek, are the sergeants able to	provide adequate super	visory coverage?	☑ Yes	☐ No
	(5)	is th	nere an established system for sergeants' ride-alongs?			☑ Yes	☐ No
		_					

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009 √ Yes ☐ No (a) Are sergeants conducting ride-alongs as required? How are ride-alongs documented? See attached √ Yes □No (6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? (a) How is courtroom observation documented? See attached √ Yes □ No (b) Has courtroom procedures/testimony training been provided for officers? (7) What policy does Area have for review of reports? See attached See attached (a) How often do sergeants review and, if necessary, discuss reports with officers? (b) If special duty officers review reports, are deficient and/or superior reports brought to the √ Yes □ No attention of the supervisors? √ Yes ☐ No (c) Do supervisors utilize matrix reports as well as hands-on inspection of documents? √ Yes □ No (8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel? √ Yes ☐ No (a) Do they assist with felony arrests or respond to physical arrest incidents? ☐ No √ Yes Do they respond to specific types of accidents? (If yes, specify.) See attached (c) What role do sergeants assume at accident scenes? See attached √ Yes ☐ No (d) Are sergeants aware of MAIT call-out criteria? How many times has a sergeant been "called-out" to an accident in the past year? See attached ☐ No √ Yes (9) Are daily briefings held for each shift? □ No √ Yes (a) Are briefings interesting and meaningful, with the supervisor in control? See attached (b) How are briefing items and attendance documented and filed for future reference? (c) How are special duty officers briefed? See attached (10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? See attached √ Yes ☐ No (11) Do sergeants participate in Public Affairs activities? V Yes □ No (a) Have they received public speaking training from their commander? √ Yes ☐ No (12) Do newly promoted or transferred sergeants receive proper orientation? □ No √ Yes (13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?

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(a) How do sergeants keep current on additions or revisions to policy? See attached		
(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?	☑ Yes	☐ No
(c) Do the sergeants expedite training/briefing of recent changes for subordinates?	✓ Yes	☐ No
OFFICERS EVALUATED ACTION REQUIRED NO	CORRECTED	
a. Does Area have a formal orientation training program?	✓ Yes	☐ No
(1) Does a supervisor oversee this program?	✓ Yes	□ No
(2) Are departmental guidelines followed for field orientation training?	✓ Yes	□ No
	✓ Yes	No
	 ✓ Yes	□ No
	✓ Yes	No
(1) Has an effective training program plan been developed? (a) Does it reflect both current and future needs?	✓ Yes	□ No
the state of the s	? 🔽 Yes	□ No
	✓ Yes	No
(2) Who is responsible for training? See attached		
(a) Is this person effective?	☑ Yes	No
(b) Are guest speakers and other instructors regularly scheduled?	√ Yes	□ No
(c) Are critiques used to ensure only the best presentations are scheduled?	☑ Yes	□ No
	attached	
(3) What methods are used by Area to establish training needs? See attached		
	[7] Vaa	
(a) Do training topics appear relevant?	✓ Yes	No
(b) Are training results objectively evaluated on a regular basis?	☑ Yes	∐ No
c. Who is responsible for specialized training with the Area? See attached		
(1) Are all officers proficient with cameras?	☑ Yes	□ N
(a) If not, are enough trained to meet operational needs?	√ Yes	□ N
(b) Is refresher training provided periodically?	☑ Yes	□ No
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-	(3) How do lieutenants record their observations of the	ne sergeants: critical tas	ьк репоппансе?		
	(2) Are evaluations done on schedule?		di nonformana 2	Yes See attached	☐ No
	(1) Are evaluation assignments equitable?			☑ Yes	☐ No
a.	What methods are utilized to assure sergeants have suffici	ient supervision time w	ith the officers they evaluate	9? See attach	ed
. E\	/ALUATION PROCESS	Yes Yes	No No	CORRECTED	
	(2) Have new employees reviewed the video, "Spirit of Ex		· Transportunes	✓ Yes	☐ No
	(1) Is the departmental orientation guide for new employe	es being utilized?		☑ Yes	□ No
b.	Is there a planned orientation for new employees?			☑ Yes	☐ No
a. ——	What special training has been planned for nonuniformed	employees?	See attached		
	ONUNIFORMED	Yes	No No	JOHNEOTES	
	✓ Yes	∐ No			
	(a) Have officers new to the Area been added to the records?				
	(3) Are In-Service training records complete and current?			☑ Yes	□ No
	(2) If a training chart is not used, what type of system is u	tillized by the Area:	oce attached		
	(1) Is a training chart utilized to record all training conduct (2) If a training chart is not used, what type of system is u		See attached	<u> </u>	
d.	Is one specific person responsible for training records?	tod in the Area?		✓ Yes	□ No
	(a) Is annual training conducted on schedule?			✓ Yes ✓ Yes	□ No
	(4) Are all officers currently certified in CPR?			✓ Yes	□ No
	(a) If so, has any special training been provided in the	ose areas?		☑ Yes	∐ No
	(3) Are there any special needs in the Area?			✓ Yes	□ No
	(a) Has Area complied with driver training requirement Safety Manual?	nts outlined in HPM 10.	6, Occupational	☑ Yes	□ No
	(2) Is one specific person responsible for Defensive Drive	er Training?		✓ Yes	☐ No
	(d) Is a specific individual responsible for camera ma	aintenance?		☑ Yes	□ No
	(c) Who reviews photographs when they are returned	d? See attached			

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	What records do the supervisors keep on the employees the	ney supervise? See	attached		
	(1) Are significant matters recorded and filed regularly to	provide a basis for eva	luations?	☑ Yes	□ N
	(a) Do records have a good balance of positive and r	negative comments?		√ Yes	□ N
	(2) Do all documents and comments comply with the Pea		nts?	☑ Yes	□N
	(3) Do all supervisors contribute to the records?			√ Yes	□ N
	(4) Are similar records kept of supervisor's efforts?			√ Yes	□N
c.	Are evaluations realistic, objective, and meaningful?			√ Yes	N
	(1) Are evaluations consistent in the rating process?			√ Yes	□N
	(2) Is there continuous and thorough documenting of perf	ormance at all comma	nd levels?	☑ Yes	
	(3) Do employees feel their evaluations assist them?			√ Yes	
	(4) Are comments in the evaluation in keeping with their comments				
	(5) Is the performance objective monitored, with proper recognition given?				
_	(6) Does the Area have a procedure to test the effectivene	ess of evaluations?		√ Yes	
	(7) Is the commander satisfied with the Area's evaluation process?				□ N
(8) Does the commander have a clear understanding of his/her role in the performance appraisal process?					<u> </u>
IN	TERIM REPORTS	EVALUATED Yes	ACTION REQUIRED	CORRECTED	
a.	Are interim reports utilized as appropriate?	103	1,10	☑ Yes	
	(1) Do supervisors understand the procedures for issuing	them?		√ Yes	
	(2) Were all other appropriate supervisory techniques use interim reporting?		ults prior to implementing	☑ Yes	
b.	Are interim reports periodically updated and discussed with	n the employee?		☑ Yes	
	(1) Do interim reports discuss the problem(s) in specifics		ance objectives?	☑ Yes	ום
	(2) Are definite methods outlined to achieve satisfactory p	erformance?		☑ Yes	
	(3) Are controls and follow-up present?			√ Yes	I
	(4) Is the plan of action fully discussed with the employee	?		√ Yes	
	(5) If satisfactory performance is not achieved within the staken?		is further corrective action	☑ Yes	
IN	CIDENT REPORTS (CHP 2)	Yes	ACTION REQUIRED No	CORRECTED	
	Are local controls over CHP 2s reasonable?	1 000000		☑ Yes	
— а.					
а.	(1) Who can issue them? See attached				

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CHM	4536	(Rev. 5-00) OF1 009				
	(3)	Are they available for supervisor's review?			☑ Yes	☐ No
	(4)	Who assures a proper relationship in the recognition of com	nmendable and censural	ole incidents?	☑ Yes	☐ No
b.	Are	incident reports properly worded?			☑ Yes	☐ No
	(1)	Do they state the subject in plain, concise language?			☐ Yes	☐ No
	(2)	When appropriate, do they set goals and provide meaningfu	ul direction?		☑ Yes	☐ No
	(3)	Do they accomplish their purpose?			☑ Yes	☐ No
C.		es the Area have an alternative way to document good work addent report?	and minor deviations sup	pplemental to the	☑ Yes	☐ No
9. A	TTIT	UDES AND DISCIPLINE	Yes Yes	ACTION REQUIRED	CORRECTED	
a.	Hov	w do employees really feel about their work, their supervisors	1 115 7595	cement, etc.? See at	tached	
	(1)	Do officers feel their work is a valuable contribution to the d	epartmental operation?		☑ Yes	☐ No
	(2) Are there frustrations in their work?					□No
	(a) How can these frustrations be reduced? See attached					
-						
	(3)	Are employees familiar with recent changes in policy or pro-	cedure?		☑ Yes	☐ No
	(4)	Do the nonuniformed employees feel they are allowed to pathe uniformed employees?	articipate in Area function	ns equally with	☑ Yes	☐ No
	(5)	Do all employees get along well?			☑ Yes	☐ No
	(6)	Are there problem individuals?		-	√ Yes	□ No
		(a) Are supervisors aware of these individuals, and are the	ey taking steps to change	e their behavior?	✓ Yes	☐ No
b.	ls th	nere a positive motivation force present in the squad?			√ Yes	☐ No
	(1)	Is a climate created so that individuals want to do a good jo	b?		☑ Yes	☐ No
c.	Are	the grievance and complaint procedures understood by all s	upervisors and employe	es?	☑ Yes	☐ No
	(1)	How do supervisors feel about the procedures?	See attached			
				particular and the later of		
			4			
	(2)	If there has been a recent case filed, was it handled succes	sfully?		✓ Yes	☐ No
		(a) If no, did it properly proceed to the next appropriate lev	rel?		☑ Yes	☐ No
	(3)	Are all grievances and complaints relating to contract interpwith provisions contained in HPM 9.1, Employee Relations I	retations retained in the Manual?	Area in accordance	☑ Yes	□No

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER
LACC	Southern	514
EVALUATED BY		DATE
PSDS I Paula W	ells / Sgt. W. J. McKenna	09/15/2008

"RUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired. SUSPENSE DATE TYPE OF EVALUATION ✓ Informal Evaluation Formal Evaluation FOLLOW-UP REQUIRED DATE COMMANDER'S REVIEW Correction Report No No ΒY Yes ACTION REQUIRED CORRECTED EVALUATED 1. GENERAL Yes a. Does the Area work force consist of employees, supervisors and managers who support the principles □ No √ Yes addressed in GO 0.8, Professional Values? √ Yes □ No (1) Are the employees capable of performing and maintaining essential services to the public? V Yes □ No (2) Are upward mobility and career development programs and training available to interested employees? □ No V Yes b. Do supervisors at all levels assume responsibility for the development and training of their employees? √ Yes No (1) Do supervisors review and assess specific training needs with employees annually? √ Yes ∏ No (a) Is this review done in conformance with the departmental Out-Service Training Plan? Do employees assist in their training assessment by helping supervisors identify their strengths √ Yes □ No and weaknesses? √ Yes No No (1) Do employees seek information on training opportunities to improve their job performance? √ Yes □ No (2) Do employees initiate their own career development plan? V Yes □ No (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? CORRECTED EVALUATED ACTION REQUIRED 2. LIEUTENANTS (OTHER THAN COMMANDERS) No Yes Promoting upward mobility, discussing developmental a. What are the commander's plans for developing Area lieutenants? plans, providing meaningful comments and guidance during daily operations and annual performance appraisals. VI No Yes (1) Are the plans in writing? (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their √ Yes No individual career development plans? (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those V Yes No of the Department? (a) Do the lieutenants have a career development plan based on their assessment center ☐ Yes V No follow-up reports? (b) Does the commander use the lieutenant's career development plan to structure needed training V Yes □ No and make meaningful comments on annual performance reports? (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization

[No

√ Yes

affiliation, etc.?

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

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	(6)		lieutenants' annual evaluations contain comments on thward mobility?	eir managerial potential a	and their desires on	✓ Yes	□No
		(a)	How does the commander train the lieutenants for com-	nmand responsibility?	Provides guidan	ce and meani	ngful
			feedback for self improvement. Includes them in the c	lecision-making process.	Keeps them informed	of changes ir	policies
			and procedures. Empowers them to manage the comm	and during the command	ler's absence.		
		(b)	Are the lieutenants submitting completed staff work?			√ Yes	□No
		(c)	Are the lieutenants involved in coordination with other a	agencies in the criminal j	ustice system?	√ Yes	☐ No
		(d)	Are the lieutenants participating in Headquarters caree	r development assignme	ents?	Yes	☑ No
b.	. Аге	e lieu	tenants given freedom to manage their respective opera	tions?		✓ Yes	☐ No
	(1)	Are	the lieutenants effective supervisors?			√ Yes	☐ No
	(2)	Are	the lieutenants developing managerial skills in subordir	nate supervisors?		√ Yes	☐ No
	(3)	Are	the lieutenants well-organized in their work?			√ Yes	□No
		(a)	Do they maintain files to assist in evaluations?			√ Yes	☐ No
		(b)	Do they plan and make effective use of time?			√ Yes	☐ No
		(c)	Do they work closely with subordinates?			☑ Yes	☐ No
_		(d)	Do they foresee problems and plan for them?			√ Yes	☐ No
		(e)	Do they have an "open door" policy that does not circu	mvent the sergeant's aut	hority?	√ Yes	☐ No
, s	ERGI	EAN"	TS	EVALUATED Yes	ACTION REQUIRED	CORRECTED	
<u></u>			ergeant's role as an essential member of the command' tood?	0.000	I-defined and	☑ Yes	☐ No
	(1)	Doe of a	es Area use the sergeant as part of the management tea and agree on priorities?	am and ensure all have a	good understanding	☑ Yes	☐ No
		(a)	Do the sergeants maximize their on-the-road field supe	ervision time?		√ Yes	☐ No
		(b)	Do the sergeants properly apply management philosop	phies and supervisory sk	ills?	√ Yes	☐ No
		(c)	Do the sergeants promote a positive environment cond subordinates?	ducive to counseling and	motivating	✓ Yes	☐ No
	(2)	Do	the sergeants assist in the development of their subordi	nates?		☑ Yes	☐ No
		(a)	After officers with supervisory potential are identified, v	what is done to develop t	hat potential?	Officers ar	e given
			administrative projects, Freeway Service Patrol compl	aint investigations, OIC	duties, and provided st	udy groups/m	ock orals
	(3)	Are	the sergeants able to direct the activities of subordinate	es to accomplish Area ar	d departmental goals?	∀es	☐ No
		(a)	Do the sergeants' actions show a willingness to becom	ne involved?		☑ Yes	☐ No
		(b)	Do the sergeants know when to act, when to delegate,	and when to refer to a s	uperior?	☑ Yes	☐ No
	(4)	Are	sergeants available at the beginning and at the end of	shift in the office, and in	the field during shift?	√ Yes	☐ No
		_	If on an alternate workweek, are the sergeants able to			✓ Yes	☐ No
	(5)	Is th	nere an established system for sergeants' ride-alongs?			√ Yes	☐ No
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	(a) Are sergeants conducting ride-alongs as required?	☑ Yes	☐ No
	(b) How are ride-alongs documented? Documentation on CHP 100 forms and CHP 112's,		
(6)	Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?	☑ Yes	☐ No
	(a) How is courtroom observation documented? Documentation on CHP 100 forms.		
	(b) Has courtroom procedures/testimony training been provided for officers?	✓ Yes	□ N
(7)	What policy does Area have for review of reports? Sergeants review documentation. If unavai	lable, the chain o	f comma
	is used to review the documentation.		
18	(a) How often do sergeants review and, if necessary, discuss reports with officers? Reports	s are discussed at	unit
	meetings and, if necessary, on a one-to-one basis.		
	(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	☐ Yes	☑ ∧
	(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?	☑ Yes	
(8)	Do sergeants respond to incidents involving damage to state equipment or injury to personnel?	√ Yes	□ N
	(a) Do they assist with felony arrests or respond to physical arrest incidents?	√ Yes	
	(b) Do they respond to specific types of accidents? (If yes, specify.)	✓ Yes	N
	Major traffic collisions involving Freeway Service Patrol tow trucks, and any collision involving	on-duty personne	el.
	(c) What role do sergeants assume at accident scenes? Sergeants become the incident comman	ider, observe and	collect
	related to the incident, and ensure employee safety.		
	(d) Are sergeants aware of MAIT call-out criteria?		<u> </u>
	(e) How many times has a sergeant been "called-out" to an accident in the past year? Once		
(9) /	re daily briefings held for each shift?	√ Yes	<u> </u>
	(a) Are briefings interesting and meaningful, with the supervisor in control?	√ Yes	1
	(b) How are briefing items and attendance documented and filed for future reference? Unit meeting	ngs are held every	y Monda
	Schedules document attendance. SROVT's read at the Monday meetings. TMC hold daily briefir	igs.	
	c) How are special duty officers briefed? N/A		
(10)	What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? The S	ergeant has a ma	ster pla
	calendar to discuss upcoming training and missions.		
(11)	Do sergeants participate in Public Affairs activities?	 ✓ Yes	1
	a) Have they received public speaking training from their commander?	✓ Yes	
(12)	Do newly promoted or transferred sergeants receive proper orientation?	☑ Yes	<u> </u>
(13)	Do the sergeants have a good working knowledge of policies and procedures affecting their assignment	ent? 🛛 Yes	1
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DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

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	(a)	How do sergeants keep current on additions or revi	sions to policy?	Daily MIS bulletins through AIM	1S, Division	and local
		access.			4	
	(b)	Are the sergeants knowledgeable about current top affirmative action, civil liability, etc.?	ics such as collecti	ve bargaining,	√ Yes	□No
	(c)	Do the sergeants expedite training/briefing of recen	t changes for subor	rdinates?	√ Yes	☐ No
1. (OFFICERS		Yes	ACTION REQUIRED	CORRECTED	
6	a. Does Ar	rea have a formal orientation training program?			Yes	☑ No
	(1) Doe	es a supervisor oversee this program?			Yes	☑ No
_	(2) Are	departmental guidelines followed for field orientation	r training?		Yes	☑ No
	(3) Аге	Area field training officers (FTOs) departmentally qu	alified?		Yes	☑ No
t	o. Did Area	a adequately identify their needs when planning their	training program?		☑ Yes	☐ No
	(1) Has	an effective training program plan been developed?)		√ Yes	☐ No
	(a)	Does it reflect both current and future needs?			√ Yes	☐ No
	(b)	Is training scheduled far enough ahead to assure or	ontinuity, yet flexible	e enough for changing needs?	√ Yes	☐ No
	(c)	Are plans regularly updated?			☑ Yes	☐ No
	(2) Who	o is responsible for training? Sergeant Steve She	nian, Sergeant Wil	liam McKenna, Officer Edward	Lopez	
_	(a)	Is this person effective?				No
-		Are guest speakers and other instructors regularly s	scheduled?		✓ Yes	□ No
	(c)	Are critiques used to ensure only the best presentar		1?	✓ Yes	☐ No
-		How does Area identify personnel whose expertise			ng, experienc	e and
	(u)	previous experience instructing others.				
-	(3) Wha	at methods are used by Area to establish training ne	eds? Willing	gness to participate, departments	al MIS. defic	iencies wit
_		otings, driving, etc., policy updates, less lethal CEW		meas to participate, department		
	(a)	Do training topics appear relevant?			☑ Yes	☐ No
	(b)	Are training results objectively evaluated on a regul	ar basis?		√ Yes	☐ No
С	. Who is re	esponsible for specialized training with the Area?	Officers Laura Mit	chell and Sam Griffith, Souther	n Division lia	aisons.
_	(1) Are	all officers proficient with cameras?			✓ Yes	☐ No
	(a)	If not, are enough trained to meet operational need	s?		[] Yes	☐ No
		Is refresher training provided periodically?			√ Yes	☐ No
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AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

CHE	4000	(Lev	7 3-00) OF 1 009				
-		(c)	Who reviews photographs when they are returned?	Sergeant William Mcl	Kenna - Freeway Service	Patrol	
_	_	(d)	Is a specific individual responsible for camera mainter	nance?		☑ Yes	□ No
	(2)	_	one specific person responsible for Defensive Driver Tra			√ Yes	☐ No
		(a)			eccupational	☑ Yes	□No
	(3)	Are	there any special needs in the Area?			☐ Yes	☑ No
		(a)	If so, has any special training been provided in those a	areas?		Yes	□No
	(4)	Are	all officers currently certified in CPR?			√ Yes	☐ No
		(a)	Is annual training conducted on schedule?			☑ Yes	☐ No
d	d. Is one specific person responsible for training records?						☐ No
	(1)	ls a	training chart utilized to record all training conducted in	the Area?		✓ Yes	∏ No
	(2)	lf a	training chart is not used, what type of system is utilized	d by the Area?			
	(2)	0	In Consider Arabinary and advantage of the constant of the con				
	(3)		In-Service training records complete and current?	1.0		☑ Yes	□ No
		-	Have officers new to the Area been added to the recor	ds? 		☑ Yes	□ No
	(4)	Are	records of individual officers current?	EVALUATED	ACTION REQUIRED	✓ Yes	☐ No
5. N	ONUN	IIFO	RMED	Yes	No		
a.	Wh	at sp	ecial training has been planned for nonuniformed emplo	pyees? PSD	II Phase I and Phase II tr	aining at the A	Academy
	and	in ar	ea, PSD II In-Service Training at the Academy and Are	a Training Days.	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
b.	ls th	еге а	a planned orientation for new employees?			√ Yes	☐ No
	(1)	Is th	e departmental orientation guide for new employees be	eing utilized?		☑ Yes	□No
	(2)	Hav	e new employees reviewed the video, "Spirit of Exceller	nce"?		☑ Yes	□No
5. E	/ALU	ATIC	ON PROCESS	Yes Yes	ACTION REQUIRED NO	CORRECTED	
a.	Wha	at me	ethods are utilized to assure sergeants have sufficient s	upervision time with th	e officers they evaluate?	Weekly un	it meetings
	ride-	alon	gs, field supervision and telephone calls.				
-		(1)	Are evaluation assignments equitable?				☐ No
		(2)	Are evaluations done on schedule?			✓ Yes	□ No
		(3)	How do lieutenants record their observations of the ser	geants' critical task pe	erformance? Or	the monthly	CHP 112
			and on the CHP 118, Annual Performance Appraisal.	~~~		1	
_							

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

	(2) The die and mod. If the employees personner load				
-	(2) How are they filed? In the employee's personnel folder	er			
	(1) Who can issue them? PSDS I's and II's, Sergeants, L	ieutenant, Area Com	mander		
а.	. Are local controls over CHP 2s reasonable?			✓ Yes	No
IN	NCIDENT REPORTS (CHP 2)	EVALUATED Yes	ACTION REQUIRED	CORRECTED	
	(5) If satisfactory performance is not achieved within the spetaken?	ecified time frames, is	s further corrective action	✓ Yes	
	(4) Is the plan of action fully discussed with the employee?			✓ Yes	□ N
	(3) Are controls and follow-up present?			✓ Yes	Пи
	(2) Are definite methods outlined to achieve satisfactory per	formance?		✓ Yes	N
	(1) Do interim reports discuss the problem(s) in specifics an	nd establish performa	ince objectives?	☑ Yes	
b.	. Are interim reports periodically updated and discussed with t	he employee?		☑ Yes	
	(2) Were all other appropriate supervisory techniques used interim reporting?	without positive resu	Its prior to implementing	☑ Yes	
	(1) Do supervisors understand the procedures for issuing th	nem?		✓ Yes	□N
a.	. Are interim reports utilized as appropriate?			√ Yes	□ N
IN	NTERIM REPORTS	Yes	No	CORRECTED	
	(8) Does the commander have a clear understanding of his			☑ Yes	N
	(7) Is the commander satisfied with the Area's evaluation pr	☑ Yes	N		
	(6) Does the Area have a procedure to test the effectivenes	☑ Yes	N		
	(5) Is the performance objective monitored, with proper reco	ognition given?		☑ Yes	
	(4) Are comments in the evaluation in keeping with their over	erall importance? Ye	es		
	(3) Do employees feel their evaluations assist them?			☑ Yes	
	(2) Is there continuous and thorough documenting of perform	mance at all commar	nd levels?	☑ Yes	
	(1) Are evaluations consistent in the rating process?			☑ Yes	
C.	. Are evaluations realistic, objective, and meaningful?			☑ Yes	□N
	(4) Are similar records kept of supervisor's efforts?			☑ Yes	□ N
	(3) Do all supervisors contribute to the records?			☑ Yes	□ N
	(2) Do all documents and comments comply with the Peace	Officers' Bill of Right	ts?		
	(a) Do records have a good balance of positive and ne	gative comments?		☑ Yes	□N
	(1) Are significant matters recorded and filed regularly to pro-	ovide a basis for eval	uations?		□ N
***	training, CHP 100 Job Performance Summary, CHP 2 Incide	ent Reports, CHP 118	B's, employee's personnel fold	er.	
	What records do the supervisors keep on the employees the	y supervise? Dail	y Observation Reports for pro	obationary emp	oloyees
-					

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING CHP 453G (Rev. 5-06) OPI 009

0117	700	5 (Nev. 5 66) 61 1 665				
	(3	Are they available for supervisor's review?	7.7.1		☑ Yes	☐ No
-	(4) Who assures a proper relationship in the recognition of co	ommendable and censura	ble incidents?	Yes	□ No
b). Aı	e incident reports properly worded?			√ Yes	☐ No
	(1	Do they state the subject in plain, concise language?			☑ Yes	☐ No
	(2	When appropriate, do they set goals and provide meaning	gful direction?		✓ Yes	☐ No
	(3	Do they accomplish their purpose?			√ Yes	□ No
С		pes the Area have an alternative way to document good work cident report?	k and minor deviations su	pplemental to the	☑ Yes	□ No
9.	ATTI	TUDES AND DISCIPLINE	Yes	ACTION REQUIRED	CORRECTED	
а	. Но	ow do employees really feel about their work, their superviso	rs, the role of traffic enfor	cement, etc.? On the	e whole, emplo	yees have
	a j	positive working relationship with their supervisors. They e	njoy and take pride in the	work they do; in the C	ommunications	s Center,
	Tr	affic Management Center and in the Freeway Service Patrol	Program.			
	(1)	Do officers feel their work is a valuable contribution to the	departmental operation?		✓ Yes	☐ No
	(2)	Are there frustrations in their work?			√ Yes	☐ No
		(a) How can these frustrations be reduced? Utilizing	vacation time, beat and sh	ift rotations, Wellness	Day, providing	g an
_		appropriate avenue to vent frustrations, training, coul	nseling, Employee Assista	nce Program.		
	(3)	Are employees familiar with recent changes in policy or pr	ocedure?		☑ Yes	☐ No
	(4)	Do the nonuniformed employees feel they are allowed to the uniformed employees?	participate in Area functio	ns equally with	☑ Yes	☐ No
	(5)	Do all employees get along well?			☑ Yes	☐ No
	(6)	Are there problem individuals?			☑ Yes	☐ No
		(a) Are supervisors aware of these individuals, and are the	ney taking steps to chang	e their behavior?	✓ Yes	☐ No
b.	ls t	here a positive motivation force present in the squad?			✓ Yes	☐ No
	(1)	Is a climate created so that individuals want to do a good	job?		☑ Yes	☐ No
c.	Are	the grievance and complaint procedures understood by all	supervisors and employe	es?	✓ Yes	☐ No
	(1)	How do supervisors feel about the procedures?	Supervisors on all levels	have a good working	knowledge of	the
		procedures and are actively involved in resolving issues a	t the lowest level.			
	(2)	If there has been a recent case filed, was it handled succe	ssfully?		√ Yes	☐ No
		(a) If no, did it properly proceed to the next appropriate le	evel?		Yes	☐ No
	(3)	Are all grievances and complaints relating to contract interwith provisions contained in HPM 9.1, Employee Relations		Area in accordance	☑ Yes	☐ No

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER
Commercial Unit	Southern	510
EVALUATED BY	Isusani	DATE
J. Loftin, Sergeant		08/21/2008

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF						
For	EVALUATION rmal Evaluation	formal Evaluation	SUSPENSE DATF 09/30/2008			
FOLLOW-	UP REQUIRED	☐ Correction Report	COMMANDER'S REVIEW	s II	DATE 08/25/20	08
1. GEN	VERAL	1	EVALUATED Yes	ACTION REQUIRED No	CORRECTE)
	Does the Area work force addressed in GO 0.8, Pro	consist of employees, supervisors fessional Values?	and managers who support	the principles	✓ Yes	□No
(1) Are the employees ca	pable of performing and maintaining	ng essential services to the p	ublic?	√ Yes	□ No
(:	2) Are upward mobility a	nd career development programs	and training available to inter	ested employees?	Yes	□No
b. D	Do supervisors at all level	s assume responsibility for the dev	elopment and training of thei	r employees?	✓ Yes	□No
(1) Do supervisors review	v and assess specific training need	ls with employees annually?		✓ Yes	□No
	(a) Is this review don	e in conformance with the departm	nental Out-Service Training P	lan?	✓ Yes	□No
	c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses?					□ No
(1	1) Do employees seek ir	formation on training opportunities	to improve their job perform	ance?		□ No
(2	2) Do employees initiate	their own career development plan	1?		✓ Yes	□ No
(3	3) Do employees utilize t	he knowledge, skills, and abilities	they have acquired through t	raining?	✓ Yes	□No
2. LIEU	TENANTS (OTHER THA	N COMMANDERS)	EVALUATED No	ACTION REQUIRED No	CORRECTED)
a. V	What are the commander's	s plans for developing Area lieuten	ants? N/A. The Southern D	division - Commercial	Unit does r	not have a
	What are the commander's ieutenant assigned to it.	s plans for developing Area lieuten	ants? N/A. The Southern D	tivision - Commercial	Unit does r	not have a
li			ants? N/A. The Southern D	livision - Commercial	Unit does r □ Yes	not have a
li	icutenant assigned to it.	g? iidance, direction, and assistance p				
li (1	ieutenant assigned to it. 1) Are the plans in writing 2) Is there meaningful guindividual career devel 3) Does the commander	g? iidance, direction, and assistance p	provided to lieutenants in the are a development plan that p	formulation of their provides job	Yes	□No
(1 (2	ieutenant assigned to it. I) Are the plans in writing I) Is there meaningful guindividual career devel II) Does the commander experience that will color the Department?	g? idance, direction, and assistance plopment plans? work with the lieutenants to structuntribute most to the accomplishme have a career development plan	provided to lieutenants in the ure a development plan that p nt of both the lieutenant's car	formulation of their provides job reer goals and those	☐ Yes	□ No
(1 (2	ieurenant assigned to it. I) Are the plans in writing I) Is there meaningful guindividual career devel II) Does the commander experience that will color of the Department? (a) Do the lieutenants follow-up reports?	g? idance, direction, and assistance plopment plans? work with the lieutenants to structuntribute most to the accomplishme have a career development plan	provided to lieutenants in the ure a development plan that put of both the lieutenant's call based on their assessment covelopment plan to structure r	formulation of their provides job eer goals and those enter	☐ Yes☐ Yes☐ Yes☐ Yes☐ Yes☐ Yes☐ Yes☐ Yes	□ No □ No

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AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

^HP 453G (Rev. 5-06) OPI 009

	-					Commence of the second		
	((6) (О о	lieutenants' annual evaluations contain comments on th upward mobility?	eir managerial potential	and their desires on	☐Yes	□No
		(a)	How does the commander train the lieutenants for com-	mand responsibility?	N/A		
					21			
-								
		(!	b)	Are the lieutenants submitting completed staff work?			☐ Yes	☐ No
		(4	c)	Are the lieutenants involved in coordination with other a	gencies in the criminal ju	ustice system?	☐ Yes	□ No
		(6	d)	Are the lieutenants participating in Headquarters career	development assignme	nts?	Yes	□No
	b. A	Are lie	eut	enants given freedom to manage their respective operat	ions?	<u> </u>	☐ Yes	□No
	('	(1) Are the lieutenants effective supervisors?						□No
	(2	2) Are the lieutenants developing managerial skills in subordinate supervisors?						□No
	(3	3) Are the lieutenants well-organized in their work?						□No
-		(a)	Do they maintain files to assist in evaluations?			☐ Yes	□No
	***********	(b)	Do they plan and make effective use of time?			☐ Yes	□No
		(c) 1	Yes	□ No			
		(d	(d) Do they foresee problems and plan for them?					☐ No
		(е)	Do they have an "open door" policy that does not circum	vent the sergeant's auth	ority?	Yes	□No
3.	SER	BEAI	VT:	S	EVALUATED Yes	ACTION REQUIRED	CORRECTED)
	a. is	the nder	the sergeant's role as an essential member of the command's management team well-defined and derstood?					□No
	(1)) Do	es an	Area use the sergeant as part of the management tean d agree on priorities?	and ensure all have a g	good understanding	✓ Yes	□No
		(a)		Do the sergeants maximize their on-the-road field supen	vision time?	1	√ Yes	□No
		(b)	2	Oo the sergeants properly apply management philosoph	es and supervisory skills	s?	✓ Yes	□ No
		(c)		o the sergeants promote a positive environment condu- ubordinates?	cive to counseling and m	notivating	✓ Yes	□No
	(2)	Do	th	e sergeants assist in the development of their subordina	ites?		Yes	□ No
		(a)	Α	fter officers with supervisory potential are identified, wh	at is done to develop tha	at potential? Officers	are provide	d
			(opportunities to act as an OIC, and are sent to training,	which would be benefic	ial.		***************************************
25041	(3)	Are	th	e sergeants able to direct the activities of subordinates	to accomplish Area and	departmental goals?	✓ Yes	□ No
		(a)	D	to the sergeants' actions show a willingness to become	involved?		✓ Yes	No
		(b)	D	o the sergeants know when to act, when to delegate, a	nd when to refer to a sup	perior?	✓ Yes	 ☐ No
	(4)	Are	se	ergeants available at the beginning and at the end of shi	ft in the office, and in the	e field during shift?	✓ Yes	
		(a)	lf	on an alternate workweek, are the sergeants able to pro-	ovide adequate supervis	огу coverage?	✓ Yes	□No
-	(5)	ls t	ner	e an established system for sergeants' ride-alongs?		The subject to the same transfer to	✓ Yes	□No
		t tops over a garden.	PA V-1-					

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AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

		(a)	Are sergeants conducting ride-alongs as required?	Yes	□No
		(b)	How are ride-alongs documented? Ride-alongs are documented on the officers 100 form and the Sgt.'s	s 112 form	• 1
	(6)		here a written order addressing supervisory observation of court testimony and the courtroom neanor of officers?	✓ Yes	□No
		(a)	How is courtroom observation documented? Officers 100 forms.		
200000		(b)	Has courtroom procedures/testimony training been provided for officers?	✓ Yes	□No
	(7)	VVh	at policy does Area have for review of reports? Most reports are reviewed by the Host Area Sgt.'s; how	ever signif	licant or
0.000		COI	nplicated reports are reviewed and approved by a Commercial Unit Sgt.		
		(a)	How often do sergeants review and, if necessary, discuss reports with officers? As often as necessary.		0
		(p)	If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	✓ Yes	□No
		(c)	Do supervisors utilize matrix reports as well as hands-on inspection of documents?	✓ Yes	□No
	(8)	Do :	sergeants respond to incidents involving damage to state equipment or injury to personnel?	Yes	□No
		(a)	Do they assist with felony arrests or respond to physical arrest incidents?	✓ Yes	□ No
		(b)	Do they respond to specific types of accidents? (If yes, specify.)	✓ Yes	□No
			Sgt.'s almost always respond to significant Commercial Unit related events even if a Host Area Sgt	. is on-scei	ne.
		(c)	What role do sergeants assume at accident scenes? Sgt.'s act as a resource for officers to use on-scen	e and give	direction as
			needed or required.		
		(d)	Are sergeants aware of MAIT call-out criteria?	✓ Yes	□No
		(e)	How many times has a sergeant been "called-out" to an accident in the past year? Numerous.		
	(9) /	Are c	aily briefings held for each shift?	☐Yes	☑ No
		(a)	Are briefings interesting and meaningful, with the supervisor in control?	Yes	☑ No
		(b)	How are briefing items and attendance documented and filed for future reference? Officers attend brie	fings at the	eir Host Area
			office. Their attendance is documented on their CHP 100 form.		
		(c)	How are special duty officers briefed? They are briefed by the Administrative Sgt.		
	(10)	Wha	it methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Sgt.'s use a pla	nning cale	ndar,
		mon	thly unit meetings, and verbal / written communication with management, peers and subordinates to pla	an their go	als for the
		mon	uh.		
	(11)	Do s	ergeants participate in Public Affairs activities?	☑ Yes	□ No
744-14	(a) I	Have they received public speaking training from their commander?	✓ Yes	□No
	(12)	Do r	ewly promoted or transferred sergeants receive proper orientation?	Yes	□No
	(13)	Do t	ne sergeants have a good working knowledge of policies and procedures affecting their assignment?	✓ Yes	□ No
					The second secon

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

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(6	a) How do sergeants keep current on additions or revision	ns to policy? They revi	ew the daily MIS, policy	revisions.	and
	participate in Commercial related policy meetings.			and the same state of the same	
(b	 Are the sergeants knowledgeable about current topics affirmative action, civil liability, etc.? 	such as collective barga	ining,	✓ Yes	□ No
(0) Do the sergeants expedite training/briefing of recent ch	anges for subordinates?		✓ Yes	□No
4. OFFICER	s	EVALUATED Yes	ACTION REQUIRED	CORRECTED	>
a. Does	Area have a formal orientation training program?			✓ Yes	□No
(1) Do	oes a supervisor oversee this program?		- III-la - Oberenia	✓ Yes	□No
(2) Ar	re departmental guidelines followed for field orientation tra	ining?	economic actions. Company of the first contents	✓ Yes	□No
(3) Ar	e Area field training officers (FTOs) departmentally qualifi	ed?		✓ Yes	□ No
b. Did Are	ea adequately identify their needs when planning their trai	ning program?		✓ Yes	□No
(1) Ha	as an effective training program plan been developed?		editrii (2 mil 1903 Ali — Jordan Lai — c. edi (600	✓ Yes	□No
(a)	Does it reflect both current and future needs?			✓ Yes	□No
(b)	Is training scheduled far enough ahead to assure contin	uity, yet flexible enough	for changing needs?	✓ Yes	□No
(c)	Are plans regularly updated?			Yes	□No
(2) W	no is responsible for training? The Area training Officer	and the Administrative	Sergeant.		
			The second second		
(a)	Is this person effective?	***************************************	14.00	✓ Yes	□ No
(b)	Are guest speakers and other instructors regularly sche	duled?		✓ Yes	□No
(c)	Are critiques used to ensure only the best presentations	are scheduled?		✓ Yes	□No
(d)	How does Area identify personnel whose expertise may	qualify them as an instru	uctor? Through memor	randums sı	abmitted by
	officers with their qualifications and through knowleds	e of Sgt.'s about their o	fficers.	W	
(3) Wh	at methods are used by Area to establish training needs?	A training calender is	kept. the Admin, Sgt. ac	dvises the t	raining
off	icer of required quarterly training and follows-up to ensu	re it has been completed	l. E-mails are sent to of	ficers posti	ing
upo	coming commercial training. Sgt.'s review upcoming co	mmercial training and d	etermine what officers s	hould or n	eed to attend.
					
(a)	Do training topics appear relevant?			✓ Yes	□No
(b)	Are training results objectively evaluated on a regular ba	sis?		Yes	□No
c. Who is	responsible for specialized training with the Area? The A	area training officer and	Administrative Sgt.		V. F
(1) Are	all officers proficient with cameras?		AND THE RESERVE OF THE PARTY OF	✓ Yes	□No
(a)	If not, are enough trained to meet operational needs?			✓ Yes	□ No
(b)	Is refresher training provided periodically?			Yes	☑ No

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

		The Colonia and the state of th	AND ARTHUR CONTRACTOR OF THE C	MP-(4114-11-11-11-11-11-11-11-11-11-11-11-11		
	Captain and are done on a CHP 2 and/ or CHP 11	12 form.				
(3)	How do lieutenants record their observations of the	e sergeants' critical tasl	k performance? Observation	ns are done	by the	
(2)	Are evaluations done on schedule?		11000 00000	☑ Yes	□No	
(1)	Are evaluation assignments equitable?		STATE THE PARTY OF	☑ Yes	□No	
review	s the Sgt.'s 112 forms and meets with Sgt's informal	ny to determine what is	s being done to evaluate office	ers they sup	ervise.	
	nethods are utilized to assure sergeants have sufficients					
	nethods are utilized to accure corporate boug outlies	Yes	No	77. 6		
	ave new employees reviewed the video, "Spirit of Ex-	cellence"? EVALUATED	ACTION REQUIRED	✓ Yes CORRECTED	□ No	
	the departmental orientation guide for new employee			✓ Yes	□ No	
***************************************	e a planned orientation for new employees?			✓ Yes	□ No	
	d and attend monthly unit meetings and training day	s with the officers.	Went to the same of the same o			
~	special training has been planned for nonuniformed e	W	ployees receive specialized co	mmercial tr	raining as	
5. NONUNIF		Yes	No			
	re records of individual officers current?	TEVALUATED	ACTION REQUIRED	✓ Yes CORRECTE	□ No	
	(a) Have officers new to the Area been added to the records?					
	(3) Are In-Service training records complete and current?					
		Marie Company of the		✓ Yes	□No	
(2) If	a training chart is not used, what type of system is u	tilized by the Area? T	he Officer Training System.			
	e specific person responsible for training records?	######################################		✓ Yes	□ No ☑ No	
	a) Is annual training conducted on schedule?	1,700		✓ Yes	☐ No	
	re all officers currently certified in CPR?	• Note: 10 (10 (10 (10 (10 (10 (10 (10 (10 (10		✓ Yes	□ No	
	a) If so, has any special training been provided in th	ose areas?	NINES WE STATE OF THE STATE OF	Yes	□No	
(3) A	are there any special needs in the Area?		and the second section is the second section of the second section in the second section is the second section of the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the second section in the second section is the second section in the section is the second section in the section is the second section in the section is the section in the section is	✓ Yes	□ No	
(·	a) Has Area complied with driver training requireme Safety Manual?	nts outlined in HPM 10	.6, Occupational	√ Yes	□No	
(2) 1	s one specific person responsible for Defensive Drive	er Training?		✓ Yes	□ No	
(d) Is a specific individual responsible for camera ma	aintenance?		✓ Yes	□ No	
	took them and sometimes their Sgt.					
(c) Who reviews photographs when they are returne	d? Photographs are d	igital or Polaroid and are revi	ewed by the	Officers wh	
	- Harrison I divide				Andrew Control of the	

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

b. W	hat records do the supervisors keep on the employees they s	supervise?	Only those i	ecords required by pol	icy and mos	t of those are
re	stained in the officers personnel folder.			1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	and the state of t	
(1)	Are significant matters recorded and filed regularly to provi	de a basis	for evaluation	s?	✓ Yes	□ No
	(a) Do records have a good balance of positive and negat	ive comme	nts?		✓ Yes	☐ No
(2)	Do all documents and comments comply with the Peace O	fficers' Bill	of Rights?	A COLOR AND A STREET	☑ Yes	□ No
(3)	Do all supervisors contribute to the records?		· · · · · · · · · · · · · · · · · · ·		✓ Yes	□ No
(4)	Are similar records kept of supervisor's efforts?	- (n	-	(1)08	✓ Yes	☐ No
c. Are	e evaluations realistic, objective, and meaningful?				✓ Yes	□No
(1)	Are evaluations consistent in the rating process?				✓ Yes	□No
(2)	(2) Is there continuous and thorough documenting of performance at all command levels?					
(3)	Do employees feel their evaluations assist them?			***********	✓ Yes	□No
(4)	Are comments in the evaluation in keeping with their overall	l importanc	e?Yes.			
(5)	Is the performance objective monitored, with proper recogni	ition given?)		Yes	□ No
(6)	Does the Area have a procedure to test the effectiveness of	evaluation	is?		☐ Yes	□ No
(7)	Is the commander satisfied with the Area's evaluation proce	ess?	***		☐ Yes	□ No
(8)	Does the commander have a clear understanding of his/her	role in the	performance	appraisal process?	☐ Yes	□No
. INTER	INTERIM REPORTS EVALUATED ACTION REQUIRED Yes No)
a. Are	interim reports utilized as appropriate?	1.44		1110	☑ Yes	□No
(1)	Do supervisors understand the procedures for issuing them	?			✓ Yes	□No
(2)	Were all other appropriate supervisory techniques used with interim reporting?	out positiv	e results prior	to implementing	✓ Yes	□No
b. Are	interim reports periodically updated and discussed with the e	employee?			✓ Yes	□No
(1)	Do interim reports discuss the problem(s) in specifics and es	stablish pe	formance obj	ectives?	✓ Yes	□No
(2)	Are definite methods outlined to achieve satisfactory perform	nance?			✓ Yes	□No
(3)	Are controls and follow-up present?				✓ Yes	□No
(4)	Is the plan of action fully discussed with the employee?				✓ Yes	□No
	If satisfactory performance is not achieved within the specific	ed time frai	nes, is further	corrective action		
	taken?	TEVALUATED		ACTION REQUIRED	✓ Yes	□ No
INCIDE	NT REPORTS (CHP 2)	Yes		No No	CONNECTED	
a. Are	local controls over CHP 2s reasonable?				✓ Yes	□No
(1)	Who can issue them? Sergeants and managers.	11		I I I I I I I I I I I I I I I I I I		
(2)	How are they filed? In the officers personnel folder after re	view with	the officer.			
			WARRING TO A STATE OF			

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

3				
	(3	Are they available for supervisor's review?	✓ Yes	□No
-	(4	Who assures a proper relationship in the recognition of commendable and censurable incidents?	✓ Yes	□No
5571.00	b. A	re incident reports properly worded?	✓ Yes	□No
	(1) Do they state the subject in plain, concise language?		□No
	(2) When appropriate, do they set goals and provide meaningful direction?	✓ Yes	□No
	(3) Do they accomplish their purpose?	✓ Yes	□No
		pes the Area have an alternative way to document good work and minor deviations supplemental to the cident report?	☑ Yes	□No
9.	ATTI	TUDES AND DISCIPLINE EVALUATED ACTION REQUIRED YES NO	CORRECTE)
	a. Ho	ow do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? The emp	loyees in th	10
	C	ommercial Unit have bonded together as a family and work hard for their supervisors and the Captain. They	except con	structive
	cr	iticism well, consistently strive to improve performance and understand their role as an MRE in traffic enfor	cement.	
	(1)	Do officers feel their work is a valuable contribution to the departmental operation?	✓ Yes	□No
	(2)	Are there frustrations in their work?	✓ Yes	□No
		(a) How can these frustrations be reduced? Frustrations are discussed openly at unit meetings. Employe	ees are give	n ample time
		to discuss any frustrations as a group with the Officers, Sergeants and Captain. Officers may also dis	cuss frustra	tions
		personally with Sgt.'s, the Captain or an Area Rep. at any time.		The state of the s
	(3)	Are employees familiar with recent changes in policy or procedure?	✓ Yes	□No
	(4)	Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	✓ Yes	□ No
		the difficulties employees?		
	(5)	Do all employees get along well?	✓ Yes	□No
,			☑ Yes ☑ Yes	□ No
		Do all employees get along well?	*****	
b	(6)	Do all employees get along well? Are there problem individuals?	☑ Yes	□No
b	(6)	Do all employees get along well? Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	✓ Yes	□ No
	(6)	Do all employees get along well? Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? here a positive motivation force present in the squad?	✓ Yes ✓ Yes ✓ Yes	□ No □ No
	(6)	Do all employees get along well? Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? here a positive motivation force present in the squad? Is a climate created so that individuals want to do a good job?	✓ Yes ✓ Yes ✓ Yes ✓ Yes ✓ Yes	No
	(6)	Do all employees get along well? Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? here a positive motivation force present in the squad? Is a climate created so that individuals want to do a good job? the grievance and complaint procedures understood by all supervisors and employees?	✓ Yes ✓ Yes ✓ Yes ✓ Yes ✓ Yes	No
	(6)	Do all employees get along well? Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? here a positive motivation force present in the squad? Is a climate created so that individuals want to do a good job? the grievance and complaint procedures understood by all supervisors and employees? How do supervisors feel about the procedures? Supervisors accept the procedures as a way to rectify any	✓ Yes ✓ Yes ✓ Yes ✓ Yes ✓ Yes	No
	(6) Is to (1) Are (1)	Do all employees get along well? Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? here a positive motivation force present in the squad? Is a climate created so that individuals want to do a good job? the grievance and complaint procedures understood by all supervisors and employees? How do supervisors feel about the procedures? Supervisors accept the procedures as a way to rectify any	✓ Yes ✓ Yes ✓ Yes ✓ Yes ✓ Yes	No
	(6) Is to (1) Are (1)	Do all employees get along well? Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? here a positive motivation force present in the squad? Is a climate created so that individuals want to do a good job? the grievance and complaint procedures understood by all supervisors and employees? How do supervisors feel about the procedures? Supervisors accept the procedures as a way to rectify any and feel they are a necessary system of checks and balances.	✓ Yes ✓ Yes ✓ Yes ✓ Yes ✓ Yes ✓ Yes ✓ roblems w	No No No No No No

STATE OF CALIFORNIA
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL
AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING
CHP 453G (Rev. 5-06) OPI 009

AREA
DIVISION
SOUTHERD
SOUTHERD
EVALUATED BY
Sergeant Mike Edison, #13503

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

Torm can be completed in pen or pencil, and the Supplement ca				ement car	De nandwille	511 11 062	ireu.		
TYPE OF E			rmal Evaluation		SUSPENSE DATE				
FOLLOW-L	IP REQUIR	ED	Correction Report	INCENSION OF	COMMANDER FRE	view /	w	7/28	108
1. GEN	rearing a	☑ No	BY		EVALUATED Yes		ACTION REQUIRED	CORRECTED	7 0
		Area work force co	onsist of employees, supe ssional Values?	rvisors and	I managers who	support	the principles	☑ Yes	☐ No
(1	i) Are	the employees cap	able of performing and ma	aintaining e	ssential service	s to the	public?	☑ Yes	☐ No
(2) Are upward mobility and career development programs and training available to interested en						rested employees?	√ Yes	□ No	
b. D	o sup ei	visors at all levels a	assume responsibility for t	he develor	ment and train	ing of the	eir employees?	✓ Yes	□ No
(1) Dos	upervisors review a	ind assess specific trainin	g needs w	th employees a	annually?	2	√ Yes	☐ No
	(a)	Is this review done	in conformance with the o	department	al Out-Service	Training	Plan?	☑ Yes	☐ No
		yees assist in their nesses?	training assessment by h	elping sup	ervisors identify	their str	engths	☑ Yes	□No
(1	(1) Do employees seek information on training opportunities to improve their job performance?						☑ Yes	☐ No	
(2) Doe	mployees initiate th	eir own career developme	ent plan?				☑ Yes	☐ No
(3) Doe	mployees utilize the	knowledge, skills, and a	bilities they	have acquired	through	training?	☑ Yes	□ No
2. LIEU	TENAN	rs (other than	COMMANDERS)		EVALUATED Yes		ACTION REQUIRED	CORRECTED	
a. W	hat are	the commander's p	lans for developing Area	lieutenants	?				
(1)	Are th	ne plans in writing?						☑ Yes	□ No
(2)		re meaningful gulda dual career develop	ance, direction, and assisement plans?	tance prov	ided to lieutena	nts in the	e formulation of their	☑ Yes	☐ No
(3)	exper		ork with the lieutenants to ibute most to the accomp					☑ Yes	□ No
		o the lieutenants hollow-up reports?	ave a career developmer	it plan basi	ed on their asse	essment	center	☑ Yes	☐ No
			er use the lieutenant's car ul comments on annual p			structure	needed training	☑ Yes	□ No
(5)	educa		ed to participate in self-in g training (e.g., Toastma					☑ Yes	□No

NUMBER

DATE

06/17/2008

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

(6		o lieutenants' annual evaluations contain comments on their managerial potential and their desires on oward mobility?	☑ Yes	□ No
	(a) How does the commander train the lieutenants for command responsibility?		
				23.000
	(b	Are the lieutenants submitting completed staff work?	☑ Yes	□ No
F	(c)	Are the lieutenants involved in coordination with other agencies in the criminal justice system?	☑ Yes	□ No
	(d	Are the lieutenants participating in Headquarters career development assignments?	☑ Yes	□No
b. Ar	e lie	utenants given freedom to manage their respective operations?	☑ Yes	□No
(1)) Ar	e the lieutenants effective supervisors?	☑ Yes	□ No
(2)) Ar	e the lieutenants developing managerial skills in subordinate supervisors?	☑ Yes	□ No
(3)) Ar	e the lieutenants well-organized in their work?	☑ Yes	□No
3	(a)	Do they maintain files to assist in evaluations?	✓ Yes	☐ No
	(b)	Do they plan and make effective use of time?	☑ Yes	☐ No
18-000	(c)	Do they work closely with subordinates?	☑ Yes	□ No
	(d)	Do they foresee problems and plan for them?	☑ Yes	□No
	(e)	Do they have an "open door" policy that does not circumvent the sergeant's authority?	√ Yes	☐ No
3. SERG	EAN	TS EVALUATED ACTION REQUIRED Yes	CORRECTED	
		rergeant's role as an essential member of the command's management team well-defined and tood?	✓ Yes	□ No
(1)	Do:	es Area use the sergeant as part of the management team and ensure all have a good understanding and agree on priorities?	√ Yes	□ No
	(a)	Do the sergeants maximize their on-the-road field supervision time?	☑ Yes	□ No
	(b)	Do the sergeants properly apply management philosophies and supervisory skills?	√ Yes	□ No
	(c)	Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?	☑ Yes	□No
(2)	Do	the sergeants assist in the development of their subordinates?	☑ Yes	□ No
	(a)	After officers with supervisory potential are identified, what is done to develop that potential?		
(3)	Are	the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?	☑ Yes	□ No
	(a)	Do the sergeants' actions show a willingness to become involved?	☑ Yes	□ No
	(þ)	Do the sergeants know when to act, when to delegate, and when to refer to a superior?	☑ Yes	□ No
(4)	Are	sergeants available at the beginning and at the end of shift in the office, and in the field during shift?	√ Yes	□ No
	(a)	If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?	☑ Yes	□No
(5)	ls th	ere an established system for sergeants' ride-alongs?	☑ Yes	□ No
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AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

CHP 4	453G	Rev	. 5-06) OPI 009		
		(a)	Are sergeants conducting ride-alongs as required?	☑ Yes	☐ No
		(b)	How are ride-alongs documented?		
	(6)		nere a written order addressing supervisory observation of court testimony and the courtroom neanor of officers?	☑ Yes	□ No
#00000		(a)	How is courtroom observation documented?		
		(b)	Has courtroom procedures/testimony training been provided for officers?	☑ Yes	☐ No
	(7)	Wh	at policy does Area have for review of reports?		
				XIII-S	
		(a)	How often do sergeants review and, if necessary, discuss reports with officers?		
		(b)	If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	☑ Yes	□No
		(c)	Do supervisors utilize matrix reports as well as hands-on inspection of documents?	☑ Yes	☐ No
	(8)	Do s	sergeants respond to incidents involving damage to state equipment or injury to personnel?	☑ Yes	□ No
		(a)	Do they assist with felony arrests or respond to physical arrest incidents?	☑ Yes	☐ No
		(b)	Do they respond to specific types of accidents? (If yes, specify.)	☑ Yes	☐ No

		(c)	What role do sergeants assume at accident scenes?		
		(d)	Are sergeants aware of MAIT call-out criteria?	☑ Yes	☐ No
		(e)	How many times has a sergeant been "called-out" to an accident in the past year?		
	(9) A	re d	laily briefings held for each shift?	☑ Yes	□ No
		(a)	Are briefings interesting and meaningful, with the supervisor in control?	☑ Yes	☐ No
	_;========	(b)	How are briefing items and attendance documented and filed for future reference?		
					Š.
		(c)	How are special duty officers briefed?	- Charles	

	(10)	Wha	at methods do sergeants use to plan their goals for the month (e.g., planning calendar)?		
			ergeants participate in Public Affairs activities?	☑ Yes	No
	-		Have they received public speaking training from their commander?	Yes	☑ No
			newly promoted or transferred sergeants receive proper orientation?	☑ Yes	□ No
	(13)	Do tl	ne sergeants have a good working knowledge of policies and procedures affecting their assignment?	☑ Yes	☐ No
			Destruction Full James Full Land		

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AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

(a)	How do sergeants keep current on additions or revision	ons to policy?			
(b)	Are the sergeants knowledgeable about current topics	s such as collective haras	ining		_4
(2)	affirmative action, civil liability, etc.?	s such as conscieve parge		☑ Yes	☐ No
(c)	Do the sergeants expedite training/briefing of recent c	hanges for subordinates?	•	☑ Yes	☐ No
4. OFFICERS		Yes Yes	ACTION REQUIRED	CORRECTED	
a. Does A	rea have a formal orientation training program?		here arronerous and the	☑ Yes	☐ No
(1) Doe	es a supervisor oversee this program?			☑ Yes	□ No
(2) Are	departmental guidelines followed for field orientation tra	aining?		☑ Yes	☐ No
(3) Are	Area field training officers (FTOs) departmentally qualif	fied?		☑ Yes	□No
b. Did Area	a adequately identify their needs when planning their tra	aining program?		☑ Yes	☐ No
(1) Has	an effective training program plan been developed?			☑ Yes	□No
(a)	Does it reflect both current and future needs?			☑ Yes	☐ No
(b)	Is training scheduled far enough ahead to assure conti	inuity, yet flexible enough	for changing needs?	☑ Yes	□No
(c)	Are plans regularly updated?			☑ Yes	□ No
(2) Who	o is responsible for training?				
(a)	Is this person effective?		THE STATE OF THE S	☑ Yes	□ No
(b)	Are guest speakers and other instructors regularly sche	eduled?		☑ Yes	☐ No
(c)	Are critiques used to ensure only the best presentation:	s are scheduled?	SHIPPE CHARLES	√ Yes	□No
(d)	How does Area identify personnel whose expertise may	y qualify them as an instr	uctor?		
(3) What	t methods are used by Area to establish training needs	?			
					ar an arm
(a) [Do training topics appear relevant?	19		☑ Yes	☐ No
(b) A	Are training results objectively evaluated on a regular be	asis?		☑ Yes	□ No
c. Who is res	sponsible for specialized training with the Area?	<u> </u>			
(1) Are al	Il officers proficient with cameras?		- HANGE CO.	√ Yes	□ No
(a) If	not, are enough trained to meet operational needs?			☑ Yes	□No
(b) Is	s refresher training provided periodically?			☑ Yes	□ No
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DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

		c) Who reviews photographs when they are returned?	<u> </u>	• <u></u>		
		d) Is a specific individual responsible for camera mainter	nance?		☑ Yes	No
		s one specific person responsible for Defensive Driver Tra			☑ Yes	 □ No
		a) Has Area complied with driver training requirements of		6 Occupational	- Q.J 700	
	,	Safety Manual?	utimed in the ro	.o, occupational	☑ Yes	□ No
	(3) A	re there any special needs in the Area?			☐ Yes	☑ No
	(a) If so, has any special training been provided in those	areas?		☐ Yes	☐ No
	(4) A	re all officers currently certified in CPR?	×		☑ Yes	☐ No
	(-	a) Is annual training conducted on schedule?		30.53	☑ Yes	☐ No
d.	ls one	specific person responsible for training records?			☑ Yes	☐ No
	(1) Is	s a training chart utilized to record all training conducted in	the Area?		☑ Yes	□ No
	(2) If	a training chart is not used, what type of system is utilize	d by the Area?			
	(3) A	re In-Service training records complete and current?			☑ Yes	☐ No
	(8	a) Have officers new to the Area been added to the recor	ds?		☑ Yes	□ No
	(4) A	re records of individual officers current?			☑ Yes	□ No
5. NO	NUNIF	ORMED	Yes	ACTION REQUIRED	CORRECTED	
a.	What :	special training has been planned for nonuniformed emplo	yees?	New York Control of the Control of t		
			- Same			
b.	ls ther	e a planned orientation for new employees?	****		☑ Yes	☐ No
	(1) ls	the departmental orientation guide for new employees be	ing utilized?		☑ Yes	☐ No
	(2) Ha	ave new employees reviewed the video, "Spirit of Exceller	nce"?		Yes	☑ No
6. EVA	ALUAT	TON PROCESS	Yes	ACTION REQUIRED	CORRECTED	
a.	What r	methods are utilized to assure sergeants have sufficient s		th the officers they evaluate?		-
		e e e e e e e e e e e e e e e e e e e				
		Marie Ma				
					- Alexandra	
	(1)	Are evaluation assignments equitable?			☑ Yes	□ No
_	(2)	Are evaluations done on schedule?		· · · · · · · · · · · · · · · · · · ·	☑ Yes	☐ No
	(3)	How do lieutenants record their observations of the ser	geants' critical tas	k performance?	(10)	
			***************************************	W4(0)84 - HH1028042-1150-1	***************************************	**********
		Ole Kralite version in the Control of the Control o				****

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

b. What records do the supervisors keep on the employees they supervise?		
(1) Are significant matters recorded and filed regularly to provide a basis for evaluations?	☑ Yes	□ No
(a) Do records have a good balance of positive and negative comments?	✓ Yes	 No
(2) Do all documents and comments comply with the Peace Officers' Bill of Rights?	✓ Yes	☐ No
(3) Do <u>all</u> supervisors contribute to the records?	☑ Yes	☐ No
(4) Are similar records kept of supervisor's efforts?	✓ Yes	☐ No
c. Are evaluations realistic, objective, and meaningful?	✓ Yes	□No
(1) Are evaluations consistent in the rating process?	✓ Yes	□ No
(2) Is there continuous and thorough documenting of performance at all command levels?	☑ Yes	□ No
(3) Do employees feel their evaluations assist them?	✓ Yes	☐ No
(4) Are comments in the evaluation in keeping with their overall importance?		
(5) Is the performance objective monitored, with proper recognition given?	✓ Yes	□ No
(6) Does the Area have a procedure to test the effectiveness of evaluations?		□ No
(7) Is the commander satisfied with the Area's evaluation process?		
(8) Does the commander have a clear understanding of his/her role in the performance appraisal proc		□ No
EVALUATED ACTION REQUIRED		
7. INTERIM REPORTS Yes		
a. Are interim reports utilized as appropriate?	☑ Yes	No No
(1) Do supervisors understand the procedures for issuing them?	☑ Yes	☐ No
(2) Were all other appropriate supervisory techniques used without positive results prior to implementil interim reporting?	ng ☑ Yes	□ No
b. Are interim reports periodically updated and discussed with the employee?	☑ Yes	□ No
(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives?	☑ Yes	□ No
(2) Are definite methods outlined to achieve satisfactory performance?	☑ Yes	☐ No
(3) Are controls and follow-up present?	☑ Yes	□No
(4) Is the plan of action fully discussed with the employee?	☑ Yes	□No
(5) If satisfactory performance is not achieved within the specified time frames, is further corrective act taken?	ion 🔽 Yes	☐ No
. INCIDENT REPORTS (CHP 2) EVALUATED Yes ACTION REQUIRED	CORRECTED	
a. Are local controls over CHP 2s reasonable?	☑ Yes	□ No
(1) Who can issue them?		
(2) How are they filed?		

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

(3) Are they available for supervisor's review?	☑ Yes	☐ No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents?	☑ Yes	☐ No
b. Are incident reports properly worded?	☑ Yes	□ No
(1) Do they state the subject in plain, concise language?	☑ Yes	☐ No
(2) When appropriate, do they set goals and provide meaningful direction?	☑ Yes	□No
(3) Do they accomplish their purpose?	☑ Yes	□ No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	√ Yes	□ No
9. ATTITUDES AND DISCIPLINE EVALUATED Yes ACTION REQUIRED	CORRECTED	
a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.?		
		· · · · · · · · · · · · · · · · · · ·
(1) Do officers feel their work is a valuable contribution to the departmental operation?	☑ Yes	☐ No
(2) Are there frustrations in their work?	☑ Yes	☐ No
(a) How can these frustrations be reduced?		
(3) Are employees familiar with recent changes in policy or procedure?	✓ Yes	☐ No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	☑ Yes	☐ No
(5) Do all employees get along well?	☑ Yes	□ No
(6) Are there problem individuals?	Yes	☑ No
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	Yes	□ No
b. Is there a positive motivation force present in the squad?	☑ Yes	□ No
(1) Is a climate created so that individuals <u>want</u> to do a good job?	☑ Yes	□ No
c. Are the grievance and complaint procedures understood by all supervisors and employees?	☑ Yes	☐ No
(1) How do supervisors feel about the procedures?		
(2) If there has been a recent case filed, was it handled successfully?	☑ Yes	□ No
(a) If no, did it properly proceed to the next appropriate level?	☐ Yes	☐ No
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?	☑ Yes	□ No

Department of California AREA MANAGEMENT E Chapter 7 SUPERVISION AND TRAIN	EVALUATION	Area Castaic I.F.	Division Southern	Number 541	
		Evaluated By: D.	E. Morrison, 11408	Date 9/2	5/08
INSTRUCTIONS: Indicate Required" box. If this form dated as deficiencies are blanks as indicated. If ad Summary Statement. The corrective actions, unreso This form can be complete.	n is used as a Correction corrected. Answer individitional comments are not summary Statement solved items, problems or	n Report, the "Corridual items with "yeacessary, the informould include signiferogress, and the	ection" box should bes" or "no" answers, mation can be place ficant findings, acco	e initialed or fill in t d in the mplishme npression	d and the ents or
Type of Evaluation ☐Formal ☐I	nformal	Suspense Date			
Follow-up Required □Yes ⊠No	Correction Report by	Commander's Re	Zue eview	/0-/ C Date	08
1. GENERAL		Evaluated	Action Required	Correct	ed
	force consist of employed ciples addressed in the			⊠Yes	□No
(1) Are the employee to the public?	s capable of performing	and maintaining es	ssential services	⊠Yes	□No
(2) Are upward mobil all interested emp	ity and career developm loyees?	ent programs mad	e available to	⊠Yes	□No
b. Do supervisors at all training of their emp		bility for the develo	ppment and	⊠Yes	□No
(1) Do supervisors re	view/assess specific tra	ning needs with er	nployees annually?	⊠Yes	□No
	ne in conformance with e is no out-service trai			∐Yes	⊠No
c. Do employees assist identify their strength		ment by helping su	pervisors	⊠Yes	□No
(1) Do employees se their job performa	ek information on training nce?	g opportunities to i	mprove	⊠Yes	□No
(2) Do employees init	iate their own Career De	evelopment Plan?		⊠Yes	□No
(3) Do employees util acquired through t	ize the knowledge, skills raining?	and abilities they	have	⊠Yes	□No
2. LIEUTENANTS (OTHE COMMANDERS)	R THAN	Evaluated N/A	Action Required	Correct	ed
a. What are the comma	ander's plans for develop	ing Area lieutenan	ts? N/A		
(1) Are the plans in w	riting?		N/A	∐Yes	□No

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(2) Is meaningful guidance, direction in the formulation of their individual C			N/A □Yes	□No
(3) Does the commander work with the			plan	
that provides job experience that will of both the lieutenant's career goals a			N/A ∐Yes	□No
(4) Does the commander have a copy	of the lieutenant's A	ssessment Report?	N/A □Yes	□No
(a) Do the lieutenants have a Care Assessment Center follow-up repo		based on their	N/A ∐Yes	□No
(b) Does the commander use the li to structure needed training and ma annual performance reports?			N/A ∐Yes	□No
(5) Are lieutenants encouraged to par continuing college level education, professional and community organi	public speaking traini	ing (e.g., Toastmast	ers), N/A ∐Yes	□No
(6) Do lieutenant's annual evaluations potential and their desires on upwa		n their managerial	N/A ∐Yes	□No
(a) How does the commander train	the lieutenants for co	ommand		
responsibility?			N/A	
(b) Are the lieutenants submitting c	ompleted staff work?		N/A ∐Yes	□No
(c) Are the lieutenants involved in continuous in the criminal justice system?	oordination with othe	r agencies	N/A ∐Yes	□No
(d) Are the lieutenants participating	in HQ Career Develo	opment assignments	s?N/A∐Yes	□No
b. Are lieutenants given freedom to mar	nage their respective	operations?	N/A ∐Yes	□No
(1) Are the lieutenants effective super	visors?		N/A Yes	□No
(2) Are the lieutenants developing ma	nagerial skills in subc	ordinate supervisors	?N/A ∐Yes	□No
(3) Are the lieutenants well-organized	in their work?		N/A □Yes	□No
(a) Do they maintain files to assist i	n evaluations?		N/A ∐Yes	□No
(b) Do they plan and make effective	e use of time?		N/A ∐Yes	□No
(c) Do they work closely with subor			N/A ∐Yes	□No
(d) Do they foresee problems and p	olan for them?		N/A ∐Yes	□No
(e) Do they have an "open door" po sergeant's authority?	licy that does not circ	cumvent the	N/A∐Yes	□No
3. SERGEANTS	Evaluated	Action Required	Corrected	
a. Is the sergeant's role as an essential team well-defined and understood?	member of the comn	nand's management	t ⊠Yes	□No
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	(1) Does the commander have the sergeant's Assessment Center Reports?	□Yes	⊠No
*	(a) Do the sergeants have a Career Development Plan based on the Assessment Center follow-up report? Sgts have not been to an assessment center.	ent ∐Yes	⊠No
	(b) Does the commander use the Assessment Center Report to structure neede training and make meaningful comments on annual performance reports?	d ∐Yes	⊠No
	(2) Does Area use the sergeant as a part of the management team and ensure all have a good understanding of and agree on priorities?	⊠Yes	□No
	(a) Do the sergeants maximize their on-the-road field supervision time?	⊠Yes	□No
	(b) Sergeants properly apply management philosophies and supervisory skills?	⊠Yes	□No
	(c) Do the sergeants promote an environment conducive to counseling and motivating subordinates?	⊠Yes	□No
	(3) Do the sergeants assist in the development of their subordinates?	⊠Yes	□No
*	(a) After officers with supervisory potential are identified, what is done to develop There are no officers assigned to this command who are interested in p this time. Sergeants continue to develop their employees through OIC of various projects.	romoting	
	(b) What has Area done to establish and utilize an officer-in-charge (OIC) list?		
٠	All officers have the opportunity to work as an officer in-charge and the	majority	y of
	them do so.		
	(4) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?	⊠Yes	□No
	(a) Do the sergeants' actions show a willingness to become involved?	⊠Yes	□No
	(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?	⊠Yes	□No
	(5) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?	⊠Yes	□No
	(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?	⊠Yes	□No
	(6) Is there an established system for sergeants' ride-alongs?	⊠Yes	□No
	(a) Are sergeants conducting ride-alongs as required?	⊠Yes	□No
*	(b) How are ride-alongs documented? Through CHP 100 comments & CHP 11	12.	
	(7) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? Random vistits.	X Ye	s No
*	(a) How is courtroom observation documented? CHP 100 comments & CHP 11	l2's.	
	(b) Has courtroom procedures/testimony training been provided for officers?	□Yes	⊠No
	(8) What policy does Area have established for review of reports? Each shift serg	jeant is	
×.	responsible for his/her shift review.		

_			
	(a) How often do sergeants review, and if necessary discuss, reports with off	icers?	
*	Sergeants review all written reported when submitted and review wit necessary.	h officer as	
	(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	N/A ∐Yes	□No
	(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?	∐Yes	⊠No
	(9) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?	⊠Yes	□No
	(a) Do they assist with felony arrests or respond to physical arrest incidents?	N/A ∐Yes	□No
	(b) Do they respond to specific types of accidents? (If yes, specify.)	N/A ∐Yes	□No
	(c) What role do sergeants assume at accident scenes?	N/A	
	(d) Are sergeants aware of MAIT call-out criteria?	⊠Yes	□No
٠	(e) How many times has a sergeant been "called out" to an incident in the last year? None.		
	(10) Are daily briefings held for each shift?	⊠Yes	No
	(a) Are briefings interesting and meaningful, with the supervisor in control?	⊠Yes	□No
	(b) How are briefing items and attendance documented and filed for future re-	ference?	
*	Briefing items are maintained in a three ring binder and are numbere month. The binder is located in the lunch room.	d & indexed	d by
,	(c) How are special duty officers briefed?	N/A	
	(11) What methods do sergeants use to plan their goals for the month (e.g., plan	ning calenda	ar)?
A	monthly calendar (CHP 112) is used and submitted to the commander for re	view & com	ıment.
	(12) Do sergeants participate in public affairs activities?	⊠Yes	□No
	(a) Have they received public speaking training from their commander?	⊠Yes	No
	(13) Do newly promoted or transferred sergeants receive proper orientation?	⊠Yes	□No
	(14) Do the sergeants have a good working knowledge of policies and procedure effecting their assignment?	es ⊠Yes	□No
*	 (a) How do sergeants keep current on additions or revisions to policy? Reviered revisions, MIS messages, management memos & information bulleting by sergeants. 		ewed
	(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?	⊠Yes	□No
	(c) Sergeants expedite training/briefing of recent changes for subordinates?	⊠Yes	□No

4. OFFICERS	Evaluated X	Action Required	Corrected	
a. Does Area have a formal orientation	training program?		⊠Yes	□No
(1) Does a supervisor oversee this p	ogram?		⊠Yes	□No
(2) Are departmental guidelines follow	ved for field orientatio	n training?	⊠Yes	□No
(3) Are Area field training officers (FT	Os) departmentally q	ualified?	N/A ∐Yes	□No
b. Did Area adequately identify their ne	eds when planning th	eir training program?	⊠Yes	□No
(1) Has an effective training program	plan been developed	?	⊠Yes	□No
(a) Does it reflect both current and	future needs?		⊠Yes	□No
(b) Is training scheduled far enoug yet flexible enough for changing		ntinuity,	⊠Yes	□No
(c) Are plans regularly updated?			⊠Yes	□No
* (2) Who is responsible for training?	Dept. Training is ov	erseen by Sgt. Stro	ng.	
Officer Cortes oversees range	training.			
(a) Is this person effective?			⊠Yes	□No
(b) Are guest speakers and other in	nstructors regularly so	heduled?	∐Yes	⊠No
(c) Are critiques used to ensure on	y the best presentation	ons are scheduled?	□Yes	⊠No
(d) How does Area identify person as an instructor? As a small A			yees with s	pecific
* expertise in required departm	nental training, as w	ell as commercial t	raining need	ds.
* (3) What methods are used by Area to	establish training ne	eds? Area follows	requiremen	ts of
the Department's POST decentra	lized training sched	ule. Area also mon	itors the ne	ed
* For specific commercial training	when hiring new ins	spectors or when of	fficers trans	fer in.
(a) Do training topics appear releva	int?		⊠Yes	□No
(b) Are training results objectively e	valuated on a regular	basis?	⊠Yes	□No
 c. Who is responsible for specialized tra for all commercial training. 	aining with the Area?	Sergeant Morrison	is respons	ible
(1) Are all officers proficient with came	eras?		⊠Yes	□No
(a) If not, are enough trained to me	et operational needs?		N/A ∐Yes	□No
(b) Is refresher training provided pe	riodically?		∐Yes	⊠No
 (c) Who reviews photographs when commercial vehicles involved photos are turned over to the i 	in serious collisions	from adjacent CHI	P Areas. Th	
(d) Is a specific individual respons	ble for camera mainte	enance? Sgt. Stong	j. ⊠Yes	□No
CUD 453C (Boy 4 00)				5 - 5

	for Defensive Driver	Training?	⊠Yes	□No	
(a) Has Area complied with driver t	raining requirements	outlined in HPM 10.6	3? ⊠Yes	□No	
(3) Are there any special needs in the	: Area?		□Yes	⊠No	
(a) If so, has any special training be	een provided in those	e areas?	N/A ∐Yes	□No	
(4) Are all officers currently certified in	n CPR?		⊠Yes	□No	
(a) Is annual training conducted on	schedule?		⊠Yes	□No	
* d. Is one specific person responsible for	or training records? C	Officer Andy Wiss.	⊠Yes	□No	
(1) Is a training chart utilized to record	d all training conducte	ed in the Area?	∐Yes	⊠No	
* (2) If a training chart is not used, what type of system is utilized by the Area? Automated					
(3) Are In-Service training records cor	mplete and current?		⊠Yes	□No	
(a) Have officers new to the Area b	een added to the rec	ords?	⊠Yes	□No	
(4) Are records of individual officers of	urrent?		⊠Yes	□No	
5. NONUNIFORMED	Evaluated X	Action Required	Corrected		
* a. What special training has been plann	ed for nonuniformed	employees? Castaio	c has an anr	nual	
 Training day and training days thro 	oughout the year on	an as needed basis	S.		
b. Is there a planned orientation for new	employees?		E 103	□No	
(1) Is the Departmental Orientation Gu		es being utilized?	⊠Yes	□No	
	uide for new employe				
(1) Is the Departmental Orientation Gu	uide for new employe		⊠Yes	□No	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the	uide for new employer video, "Spirit of Exc Evaluated X sergeants have suffi	ellence"? Action Required cient supervision time	⊠Yes ⊠Yes Corrected □ e with the off	□No □No	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the 6. EVALUATION PROCESS * a. What methods are utilized to assure	uide for new employer video, "Spirit of Exc Evaluated X sergeants have suffi	ellence"? Action Required cient supervision time	⊠Yes ⊠Yes Corrected □ e with the off	□No □No	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the 6. EVALUATION PROCESS * a. What methods are utilized to assure	uide for new employer video, "Spirit of Exc Evaluated X sergeants have suffi	ellence"? Action Required cient supervision time	⊠Yes ⊠Yes Corrected □ e with the off	□No □No	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the 6. EVALUATION PROCESS * a. What methods are utilized to assure	e video, "Spirit of Exc Evaluated X sergeants have suffi	ellence"? Action Required cient supervision time	⊠Yes ⊠Yes Corrected □ e with the off	□No □No	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the 6. EVALUATION PROCESS * a. What methods are utilized to assure they evaluate? As an Inspection Fa	e video, "Spirit of Exc Evaluated X sergeants have suffi acility, officers are r	ellence"? Action Required cient supervision time	⊠Yes ⊠Yes Corrected □ e with the off	□No □No icers	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the 6. EVALUATION PROCESS * a. What methods are utilized to assure they evaluate? As an Inspection Factor (1) Are evaluation assignments equitation.	e video, "Spirit of Exc Evaluated X sergeants have suffi acility, officers are r	ellence"? Action Required cient supervision time eadily available to t	⊠Yes ⊠Yes Corrected e with the off the sergeant	□No □No icers	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the 6. EVALUATION PROCESS * a. What methods are utilized to assure they evaluate? As an Inspection Fa (1) Are evaluation assignments equita (2) Are evaluations done on schedule' (3) How do lieutenants record their of	e video, "Spirit of Exc Evaluated X sergeants have suffi acility, officers are r	ellence"? Action Required cient supervision time eadily available to t	⊠Yes ⊠Yes Corrected e with the off the sergeant	□No □No icers	
(1) Is the Departmental Orientation Gu (2) Have new employees reviewed the 6. EVALUATION PROCESS * a. What methods are utilized to assure they evaluate? As an Inspection Fa (1) Are evaluation assignments equita (2) Are evaluations done on schedule' (3) How do lieutenants record their of	e video, "Spirit of Exc Evaluated X sergeants have suffi acility, officers are re ble?	ellence"? Action Required cient supervision time eadily available to te	⊠Yes ⊠Yes Corrected e with the off the sergeant	□No □No icers	

(1) Are significant matters recorded a basis for evaluations?	⊠Yes	□No		
(a) Do records have a good balanc	⊠Yes	□No		
(2) Do all documents and comments comply with the Peace Officer Bill of Rights?				□No
(3) Do all supervisors contribute to the records?				□No
(4) Are similar records kept on superv	visor's efforts?		⊠Yes	□No
c. Are evaluations realistic, objective and meaningful?				□No
(1) Are evaluations consistent in the rating process?				□No
(2) Continuous and thorough documenting of performance at all command levels?			s? ⊠Yes	□No
(3) Are all critical tasks evaluated?				□No
(4) Is meaningful feedback provided?				□No
(5) Is there a discussion, with attempt before the evaluation is finalized?	⊠Yes	□No		
(6) Is the Statement of Professional Values (CHP 109) reviewed, and a copy signed and dated by the employee?				□No
d. Is the performance appraisal system effective?				□No
(1) Do supervisors feel they are helping employees develop themselves?				□No
(2) Do employees feel their evaluations assist them?				□No
(3) Do employees feel they have been fairly evaluated?				□No
(4) Are comments in the evaluation in keeping with their overall importance?				□No
(5) Is the performance objective monitored, with proper recognition given?				□No
(6) Does the Area have a procedure to test the effectiveness of evaluations?				□No
(7) Is the commander satisfied with the Area's evaluation process?				□No
(8) Does the commander have a clear performance appraisal process?	⊠Yes	□No		
7. INTERIM REPORTS	Evaluated X	Action Required	Corrected	
Are interim reports utilized as appropriate?				□No
(1) Do supervisors understand the procedures for issuing them?			⊠Yes	□No
(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting?			⊠Yes	□No
b. Are interim reports periodically updated and discussed with the employee?			⊠Yes	□No
(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives?				□No
(2) Are definite methods outlined to achieve satisfactory performance?			⊠Yes	□No

	(3) Are controls and follow-up presen	⊠Yes	□No					
(4) Is the plan of action fully discussed with the employee?					□No			
	(5) If satisfactory performance is not a timeframes, is further corrective actio	⊠Yes	□No					
8.	INCIDENT REPORTS (CHP 2)	Evaluated X	Action Required	Corrected				
	a. Are local controls over CHP 2's reason	onable?		⊠Yes	□No			
*	* (1) Who can issue them? The Area Commander, Area Sergeants and Clerical Supervisor.							
*	* (2) How are they filed? They are completed in a timely manner and reviewed by the Commander.							
	(3) Are they available for supervisor's	⊠Yes	□No					
*	(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? The Area Commander.							
b. Are incident reports properly worded?					□No			
(1) Do they state the subject in plain, concise language?					□No			
(2) When appropriate, do they set goals and provide meaningful direction?					□No			
(3) Do they accomplish their purpose?					□No			
*	* c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? The CHP 100, Monthly Evaluation. ⊠Yes ☐No							
(1) Are all adverse comments brought to the employees' attention?					□No			
9.	ATTITUDES AND DISCIPLINE	Evaluated X	Action Required	Corrected				
* a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? Employees assigned to this command feel strongly about the role they play in public safety through their inspection and enforcement efforts.								
(1) Do officers feel their work is a valuable contribution to the department?					□No			
(2) Are there frustrations in their work?					□No			
(a) How can these frustrations be reduced? The Commander maintains an open door policy for all employees under his command. Most recently, the Area Commander directed and supervised the implementation of an alternate workweek (3/12) which has improved morale greatly.								
(3) Are employees familiar with recent changes in policy or procedure?					□No			
	(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? 図Yes							
(5) Do all employees get along well?					□No			
(6) Are there problem individuals?					⊠No			
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AREA MANAGEMENT EVALUATION Chapter 7 SUPERVISION AND TRAINING

	supervisors aware of these individuals, and are they taking change their behavior?	N/A □Yes	□No
b. Is there a	positive motivation force present in the squad?	⊠Yes	□No
(1) Is a cli	mate created so that individuals want to do a good job?	⊠Yes	□No
c. Are the gr and empl	rievance and complaint procedures understood by all supervisors oyees?	⊠Yes	□No
* (1) How d	o supervisors feel about the procedures? Comfortable.		
(2) If there	has been a recent case filed, was it handled successfully?	N/A □Yes	□No
	grievances and complaints relating to contract interpretations d in the Area in accordance with provisions contained in HPM 9.1?	⊠Yes	□No
	19)		
	There have been no grievances or complaints filed in the past of this is a small command with a good mixture of senior person role models, and mentors for the junior personnel. The Area Coproactive in maintaining good morale through immediate posi well as appropriate constructive criticism. The Area Command morale building events both on-duty and off-duty. Examples i luncheons, going away parties, and bbq's. These events are contained as a command. The Commander also supports employee participal duty charity events, and public safety engagements such as contract rodeos, appearances at local schools, etc.	nnel who serv Commander is tive feedback der supports include; Area often paid for assigned to ation in severa	e as s very a, as by the the al off-
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AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

FP 453G (Rev. 5-06) OPI 009

Baldwin Bark \$24 Southern Forcestern Sergeam C.1. Galford, 714133 525-08-003

110 07 2008

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

		√ ,∠nor. al Evaluation	✓ Informal Evaluation	SUSPERSE DATE			
		I7¦No	Correction Report	COS	1:0	10/	25/00
1. G	ENE	RAL		Yes	No.	tumber in	1 /
а			k force consist of employees, supervis .8. Professional Values?	ors and managers who sup	pport the principles	[Z] Yes	□No
	(1)	Are the employ	yees capable of performing and mainta	lining essential services to	the public?	[☑] Yes	□ No
	(2)	Are upward mo	bbility and career development program	ns and training available to	interested employees?	✓ Yes	[] No
b.	Do	supervisors at a	Ill levels assume responsibility for the	development and training o	f their employees?	✓ Yes	[] No
	(1)	Do supervisors	review and assess specific training ne	eeds with employees annu	ally?	✓ Yes	□No
		(a) Is this review	ew done in conformance with the depa	rtmental Out-Service Train	ning Plan?	✓ Yes	□No
C		employees assis I weaknesses?	st in their training assessment by helpi	ng supervisors identify thei	r strengths	✓ Yes	□No
	(1)	Do employees	seek information on training opportun	ties to improve their job pe	rformance?		No
	(2)	Do employees	initiate their own career development p	olan?		[✓] Yes	□ No
	(3)	Do employees	utilize the knowledge, skills, and abiliti	es they have acquired thro	ugh training?	T Yes	□No
LII	EUTE	ENANTS (OTHE	R THAN COMMANDERS)	Yes	Mit Extremeliation x		
а	VVh	at are the comm	ander's plans for developing Area lieu	tenants? See attached nar	rative		
	(1)	Are the plans in	writing?				□ No
			gful guidance, direction, and assistance r development plans?	ce provided to lieutenants i	n the formulation of their	✓ Yes	No
			nander work with the lieutenants to struwill contribute most to the accomplishent?			✓ Yes	□No
		(a) Do the lieut follow-up re	tenants have a career development pla eports?	an based on their assessm	ent center	[] Yes	[/] No
			ommander use the lieutenant's career neaningful comments on annual perfo		ture needed training	[₹] Yes	[] No
			encouraged to participate in self-initiat c speaking training (e.g., Toastmaster				□No

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

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(6	8) Do	o lieutenants' annual evaluations contain comments upward mobility?	s on their managerial potentia	and their desires on	[] Yes	[No
	(a)) How does the commander train the lieutenants fo	or command responsibility?	By assigning them staf	I work, insu	ring they ar
		actively involved in the ongoing management o	of the Area, giving them actin	g command responsibili	ty when he	is our of the
		Area, and assigning them to attend meetings as	his representative when he is	unable to due to other r	esponsibilit	ie.
	(b)	Are the lieutenants submitting completed staff wo	ork?		✓ Yes	□No
	(C)	Are the lieutenants involved in coordination with o	other agencies in the criminal	justice system?	✓ Yes	□No
	(d)	Are the lieutenants participating in Headquarters	career development assignm	ents?	✓ Yes	□No
b Ar	re liet	utenants given freedom to manage their respective	operations?		✓ Yes	No
(1)) Are	e the lieutenants effective supervisors?			✓ Yes	□No
(2)) Are	e the lieutenants developing managerial skills in sul	bordinate supervisors?		✓ Yes	□No
(3)) Are	e the lieutenants well-organized in their work?			Yes	□No
	(a)	Do they maintain files to assist in evaluations?			✓ Yes	□ No
	(b)	Do they plan and make effective use of time?			✓ Yes	No
-	(c)	Do they work closely with subordinates?)	√ Yes	[_] No
	(d)	Do they foresee problems and plan for them?		.)	✓ Yes	[]No
	(e)	Do they have an "open door" policy that does not	circumvent the sergeant's au	thority?	✓ Yes	□No
SERG	EAN'	TS	evaluatio Yes	Yes	Yes	
		sergeant's role as an essential member of the commotood?	·	<u> </u>	✓ Yes	□No
(1)		es Area use the sergeant as part of the manageme and agree on priorities?	ent team and ensure all have a	a good understanding	√ Yes	□ No
	(a)	Do the sergeants maximize their on-the-road field	supervision time?		✓ Yes	□No
	(b)	Do the sergeants properly apply management phi	ilosophies and supervisory sk	ills?	✓ Yes	□No
	(C)	Do the sergeants promote a positive environment subordinates?	conducive to counseling and	motivating		□No
		the sergeants assist in the development of their su	bordinates?		√ Yes	□No
(2)	Do	the sergeditte addict in the development of their se				
(2)		After officers with supervisory potential are identifi		hat potential? See atta	ched narrati	ve
	(a)		ied, what is done to develop t		ched narrati [∠ Yes	∵e □ No
	(a) Are	After officers with supervisory potential are identifi	ied, what is done to develop t			
	(a) Are (a)	After officers with supervisory potential are identified the sergeants able to direct the activities of suborce.	ied, what is done to develop t dinates to accomplish Area ar ecome involved?	nd departmental goals?	[∠ Yes	□No
(3)	(a) Are (a) (b)	After officers with supervisory potential are identified the sergeants able to direct the activities of subord Do the sergeants' actions show a willingness to be	ied, what is done to develop t dinates to accomplish Area ar ecome involved? gate, and when to refer to a s	nd departmental goals? superior?	[<u>√</u>] Yes [<u>7</u>] Yes	□ No
(3)	(a) Are (a) (b) Are	After officers with supervisory potential are identified the sergeants able to direct the activities of subord Do the sergeants' actions show a willingness to be Do the sergeants know when to act, when to delegate	dinates to accomplish Area ar ecome involved? gate, and when to refer to a s	nd departmental goals? superior? the field during shift?	[⊻] Yes [ℤ] Yes [ℤ] Yes	□ No □ No □ No

STATE OF CALIFORNIA

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

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	(a)	Are sergeants conducting ride-alongs as required?	[] Yes	[/] No
	(b)	How are ride-alongs documented? See narrative		
(6)		here a written order addressing supervisory observation of court testimony and the courtroom neanor of officers?	√ Yes	□No
	(a)	How is courtroom observation documented? On the officer's Monthly 100 Form		
	(b)	Has courtroom procedures/testimony training been provided for officers?	✓ Yes	☐ No
(7)	Wh	at policy does Area have for review of reports? See attached narrative.		
	(a)	How often do sergeants review and, if necessary, discuss reports with officers? Sergeants review reports	rts on a dai	ily basis.
		discussions with officers concerning their reports is done as needed		
	(b)	If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	✓ Yes	□No
	(c)	Do supervisors utilize matrix reports as well as hands-on inspection of documents?	✓ Yes	□ No
(8)	Do	sergeants respond to incidents involving damage to state equipment or injury to personnel?	✓Yes	□ No
	(a)	Do they assist with felony arrests or respond to physical arrest incidents?	✓ Yes	□No
	(b)	Do they respond to specific types of accidents? (If yes, specify.)	[✓] Yes	[] No
		See attached narrative.		
	(c)	What role do sergeants assume at accident scenes? Depending on the incident, they assume incident	command	duties of
		assist with other duties as needed		
	(d)	Are sergeants aware of MAIT call-out criteria?	✓ Yes	[] No
11-3	(e)	How many times has a sergeant been "called-out" to an accident in the past year?		
(9)	Are (daily briefings held for each shift?	✓ Yes	□ No
	(a)	Are briefings interesting and meaningful, with the supervisor in control?	✓ Yes	☐ No
	(b)	How are briefing items and attendance documented and filed for future reference?		
		Briefing items are are filed in the Area for future reference, as are the daily beat logs.		
	(c)	How are special duty officers briefed? Special duty officers attend shift briefings whenever possible. ()n they da	ys they ar
		unable to attend they are required to review both the briefing book items as well as that day's SROVT		
10)	Wh	at methods do sergeants use to plan their goals for the month (e.g., planning calendar)? They use a var	icty of me	thods
	mel	uding planning calendars, computers files, and daily reminder notebooks.		
11)	Do	sergeants participate in Public Affairs activities?	[√] Yes	□No
	(a)	Have they received public speaking training from their commander?	🛾 Yes	□No
12)	Do	newly promoted or transferred sergeants receive proper orientation?	✓ Yes	[] No

AREA MANAGEMENT EVALUATION

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		(c)	Who reviews photographs when they are returned	ed? Photographs taker	rat scenes have two copies	made (2 CD's)	One copy
			booked into evidence while the other copy is at	tached to the report and	I reviewed by either a super	visor or Al off	licer
		(d)	Is a specific individual responsible for camera ma	aintenance?		Yes	[] No
	(2)	ls d	ne specific person responsible for Defensive Driv	er Training?		Yes	[] No
		(a)	Has Area complied with driver training requirements Safety Manual?	ents outlined in HPM 10	.6, Occupational	[₹] Yes	[] No
	(3)	Are	there any special needs in the Area?			[] Yes	✓ No
		(a)	If so, has any special training been provided in the	nose areas?		[] Yes	□ No
	(4)	Are	all officers currently certified in CPR?			✓ Yes	□No
		(a)	Is annual training conducted on schedule?			[]] Yes	No
d	. Is c	ne s	pecific person responsible for training records?			[v] Yes	□ No
	(1)	ls a	training chart utilized to record all training conduc	ted in the Area?		Yes	✓ No
	(2)	lf a	training chart is not used, what type of system is u	utilized by the Area? 1	he Area per departmental p	oolicy, utilizes	the
		Dep	partment's ETRS system				
	(3)	Are	In-Service training records complete and current?			✓ Yes	□No
		(a)	Have officers new to the Area been added to the	records?		✓ Yes	□No
	(4)	Are	records of individual officers current?			√ Yes	∏No
5. N	ONUN	IIFO	RMED	Yes	Na Tirot as Asian A	CORPT CT = 0	3
а	Wha	at spe	ecial training has been planned for nonuniformed	employees? There is a	no specialized training plant	ned for the nor	1-um formed
	emj	loy e	es. The Department has very little out-service fur	iding for training due to	o current budgetary restrain	IS.	
þ	Is th	ere a	a planned orientation for new employees?				□No
	(1)	is the	e departmental orientation guide for new employe	es being utilized?		Yes	□ No
	(2)	Have	e new employees reviewed the video, "Spirit of Ex	ccellence"?		☐ Yes	[✓] No
6. E\	/ALU	ATIO	NPROCESS	Yes	Yes	orrecte. Yes	
a.	Wha	t me	thods are utilized to assure sergeants have suffici		th the officers they evaluate	? The Area's	supervisors
	ณะ	iffor	ded adequate opportunities to spend time with the	officers they evaluate.	Sergeants are strongly enc	couraged to be	: in the field
	21S TV	uch	as possible and personally observe officers perfor	rming their duties.			
		1) A	Are evaluation assignments equitable?			✓ Yes	□No
	(2) /	Are evaluations done on schedule?			Yes	√ No
	(3) H	How do lieutenants record their observations of th	e sergeants' critical tas	k performance? (In both (the heutenants	s and
			sergeants CHP 112's				

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STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL	AREA	DIVISION	NUMBER	
AREA MANAGEMENT EVALUATION	Antelope Valley	Southern	545	
SUPERVISION AND TRAINING CHP 453G (Rev. 5-06) OPI 009	EVALUATED BY		DATE	
	Sgt. K. Miller		10/01/20	
INSTRUCTIONS: Indicate items reviewed by placing a check if form is used as a Correction Report, the "Correction" box should individual items with "yes" or "no" answers, or fill in the blanks a can be placed on the CHP 454, Area Management Evaluation accomplishments or corrective actions, unresolved items, problem can be completed in pen or pencil, and the Supplement catter of Evaluation.	d be initialed and date as indicated. If addition Supplement. The Supplement or progress, and the bandwritten if des	d as deficiencies are al comments are ne plement should inclu	cessary, th	. Answer e Information
☐ Formal Evaluation ☑ Informal Evaluation	October JU-2008			
FOLLOWUP REQUIRED Correction Report Yes No 8Y	COMMANDER'S REVIEW	_	DATE	2/08
1. GENERAL	EVALUATED Yes	ACTION REQUIRED NO	CORRECTE	b
a. Does the Area work force consist of employees, supervisors and addressed in GO 0.8, Professional Values?			✓ Yes	□ No
(1) Are the employees capable of performing and maintaining e	esential services to the p	ublic?		□ No
(2) Are upward mobility and career development programs and				□ No
b. Do supervisors at all levels assume responsibility for the develop	ment and training of their	remployees?	✓ Yes	□ No
(1) Do supervisors review and assess specific training needs wi			✓ Yes	□ No
(a) Is this review done in conformance with the department			√ Yes	□ No
c. Do employees assist in their training assessment by helping superand weaknesses?			✓ Yes	□ No
(1) Do employees seek information on training apportunities to in	nprove their job performa	ince?	⊘ Yes	□No
(2) Do employees initiate their own career development plan?		7007	✓ Yes	□No
(3) Do employees utilize the knowledge, skills, and abilities they		aining?	Yes	□No
THE THAN COMMANDERS)	Yes 3	CTION REQUIRED	CORRECTEO	
a. What are the commander's plans for developing Area lieutenants?	Commander supports t	comotion. The lieute	mant is inch	uded in
command seminars/meetings. She participates during events, and	bre-event and nost-even	I meeting		

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(1) Are the plans in writing?

of the Department?

affiliation, etc.?

follow-up reports?

individual career development plans?

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their

(b) Does the commander use the lieutenant's career development plan to structure needed training

(5) Are liautenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization

experience that will contribute most to the accomplishment of both the lieulenant's career goals and those

(3) Does the commander work with the lieutenants to structure a development plan that provides job

(a) Do the lieutenants have a career development plan based on their assessment center

and make meaningful comments on annual performance reports?

☐ Yes

Yes

✓ Yes

Yes

Yes

✓ Yes

☑ No

☐ No

□ No

✓ No

□ No

□ No

STATE OF CALIFORNIA DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 008

		-
(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility?		□ No
(a) How does the commander train the lieutenants for command responsibility? Actual command exp	erionce.	
	37945	
(b) Are the lieutenants submitting completed staff work?	✓ Yes	□ No
(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?	✓ Yes	□ No
(d) Are the lieutenants participating in Headquarters career development assignments?	Yes	☑ No
b. Are lieutenants given freedom to manage their respective operations?	☑ Yes	□ No
(1) Are the fleutenants effective supervisors?	✓ Yes	□No
(2) Are the lieutenants developing managerial skills in subordinate supervisors?	✓ Yes	□ No
(3) Are the lieutenants well-organized in their work?	✓ Yes	□ No
(a) Do they maintain files to assist in evaluations?	₹ Yes	□No
(b) Do they plan and make effective use of time?		□No
(c) Do they work closely with subordinates?	✓ Yes	□ No
(d) Do they foresee problems and plan for them?	✓ Yes	□ No
(a) Do they have an "open door" policy that does not circumvent the sergeant's authority?	☑ Yes	□No
D. SERGEANTS EVALUATED ACTION REQUIRED Yes No	CORRECTED	5
is the sergeant's role as an essential member of the command's management team well-defined and understood?		
	☑ Yes	□ No
of and agree on priorities?	⊘ Yes	□ No
(a) Do the sergeants maximize their on-the-road field supervision time?	✓ Yes	□ No
(b) Do the sergeants properly apply management philosophies and supervisory skills?	✓ Yes	□No
(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?	☑ Yes	□ No ·
(2) Do the sergeants assist in the development of their subordinates?	✓ Yes	□No
(a) After officers with supervisory potential are identified, what is done to develop that potential? Officers		isory
potential are encouraged to promote and given duties/projects to develop that potential.		
(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?	✓ Yes	□ No
(a) Do the sergeants' actions show a willingness to become involved?	✓ Yes	□ No
(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?	✓ Yes	
(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?		□ No
(a) If on an atternate workweek, are the sergeants able to provide adequate supervisory coverage?		□ No
(5) Is there an established system for sergeants' ride-alongs?		
459G (Rev. 5-06) Page 2 of 7	(F) 168	□ No

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DEPARTMENT OF CALIFORNIA MIGHWAY PATROL
AREA MANAGEMENT EVALUATION
SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

Super	records do the supervisors keep on the ervisors monthly activity report (CHP 112).				
(1) A	re significant matters recorded and filed re	egulady to provide a basis for ev	aluations?	☑ Yes	□ No
) Do records have a good balance of pos		~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	✓ Yes	□ No
(2) D	o all documents and comments comply wi	th the Peace Officers' Bill of Rig	hts?	✓ Yes	□ No
(3) D	o all supervisors contribute to the records?		**************************************	☑ Yes	□No
(4) Ar	re similar records kapt of supervisor's effor		toffwer as a message	✓ Yes	□ No
c. Are ev	aluations realistic, objective, and meaning			✓ Yes	□ No
(1) Ar	e evaluations consistent in the rating proc		No.		□ No
(2) is	there continuous and thorough documenti	ing of performance at all comma	and levels?		 □ No
(3) Do					
(4) Are	e comments in the evaluation in keeping w	vith their overall importance? You	cs.	✓ Yeş	No
	he performance objective monitored, with		The same of the same distances where the same distances in the sam	✓ Yes	No
(6) Does the Area have a procedure to lest the effectiveness of evaluations?				✓ Yes	□ No
(7) la il	(7) Is the commander satisfied with the Area's evaluation process?				
(8) Doe	(8) Does the commander have a clear understanding of his/her role in the performance appraisal process?				□ No
INTERIM R		Yes	ACTION REQUIRED	CORRECTED	
a. Are inter	rim reports utilized as appropriate?	1703	No	✓ Yes	
(1) Do:	supervisors understand the procedures fo	r issuing (hem?		✓ Yes	□ No
(2) Wer	re all other appropriate supervisory technic rim reporting?		Its prior to implementing	✓ Yes	□ No
b. Are inter	im reports periodically updated and discus-	ssed with the employee?		Yes	□ No
	nterim reports discuss the problem(s) in s	- 48 & b	nce objectives?	✓ Yeş	□ No
	definite methods outlined to achieve satisf			✓ Yes	□ No
3/1	controls and follow-up present?			✓ Yes	□ No
(4) is the	e plan of action fully discussed with the er	mployee?			□ No
(5) If sati	isfactory performance is not achieved with	hin the specified time frames, is	further corrective action		* 1801-0
	EPORTS (CHP 2)	EVALUATED	ACTION REQUIRED	☐ Yes	□ No
		Yes	No	13/13E(120	-
	controls over CHP 2s reasonable?			✓ Yes	□No
	can issue them? Managers and superviso				
(2) How a	are they filed? In the personnel file of th	e involved employee.			

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STATE OF CALIFORNIA REA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

CHP 453G (Rev. 5-08) OPI 009

(3) Are they available for supervisor review? (4) Who assures a proper relationship in the recognition of commendable and censurable incidents? CAPTHN Yes No Are incident reports properly worded? (7) Do they state the subject in plain, concise language? (8) When appropriate, do they set goals and provide meaningful direction? (9) When appropriate way to document good work and minor deviations supplemental to the incident report? (1) In they purpose? (9) ATTITUDES AND DISCIPLINE (1) Do officers feel their work is a valuable contribution to the departmental operation? (1) Do officers feel their work is a valuable contribution to the departmental operation? (1) Do officers feel their work is a valuable contribution to the departmental operation? (1) Do officers feel their work is a valuable contribution to the departmental operation? (2) Are there frustrations in their work? (3) Are employees familiar with recent changes in policy or procedure? (4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? expending the procedure of the seminary of the supervisors aware of these individuals, and are they taking ases to change that behavior? (5) Do all employees get along well? (6) Are there problem individuals? (7) Is a climate created as that individuals, want to do a good joh? (8) Are almost created as that individuals want to do a good joh? (9) If there has been a recent case flied, was it handled successfully? (10) If there has been a recent case flied, was it handled successfully? (11) Is a climate created and complaint procedures understood by all supervisors and employees? (12) If there has been a recent case flied, was it handled successfully? (23) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1. Employee Relations Manual?						
D. Are incident reports properly worded? (1) Do they state the subject in plain, conclise language? (2) When appropriate, do they set goals and provide meaningful direction? (3) Do they accomplish that purpose? (4) Do they secomplish that purpose? (5) Ose the Area have an alternative way to document good work and minor deviations supplemental to the incident report? (HP 100 FCRAM) 9. ATTITUDES AND DISCIPLINE (7) Yes No. (1) Do officers feel their work is a valuable contribution to the departmental operation? (2) Are there frustrations in their work? (3) Are employees familiar with recent changes in policy or procedure? (4) Do the nonuniformed employees? (5) Do all employees get along well? (6) Are there problem individuals? (7) Do all employees get along well? (8) Are there problem individuals? (9) Do all employees get along well? (10) Is there a positive motivation force present in the squad? (11) Is a climate created so that individuals wast to do a good job? (12) If there has been a recent case filed, was it handled successfully? (13) If no, did typoperly proceed to the next appropriate level? (2) If there has been a recent case filed, was it handled successfully? (3) If no, did typoperly proceed to the next appropriate level? (4) Do the notion of the problem individuals and the procedures are latin. reasonable and necessary.	•					□ No
(1) Do they state the subject in plain, conclae language?			nmendable and cen	surable incidents? CAPTMIN	Yes	□No
(2) When appropriate, do they set goals and provide meaningful direction?	b. A	The state of the s			✓ Yes	□No
(3) Do they accomplish their purpose? Yes	<u> </u>				✓ Yes	□No
C. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? ('H'P LOC FORM) ATTITUDES AND DISCIPLINE PVISTOR PVISTOR PVISTOR PVISTOR PVISTOR PACIFICAL PCOURSED CORRECTED PVISTOR ACTITUDES AND DISCIPLINE PVISTOR PVISTOR	(2) When appropriate, do they set goals and provide meaning!	ul direction?		✓ Yes	□No
ATTITUDES AND DISCIPLINE Crystivated Mox Mox Consecutor	(3) Do they accomplish their purpose?			✓ Yes	□No
a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? Antitudes and morals are positive. (1) Do officers feel their work is a valuable contribution to the departmental operation? (2) Are there frustrations in their work? (3) Are employees familiar with recent changes in policy or procedure? (4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with his uniformed employees? (5) Do all employees get along well? (6) Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? (b) I there a positive motivation force present in the squad? (c) I there a positive motivation force present in the squad? (d) I is a climate created as that individuals want to do a good job? (d) Are the grievance and complaint procedures understood by all supervisors and employees? (e) I how do supervisors feel about the procedures? The procedures are fair, reasonable attal necessary.	c. D	oes the Area have an alternative way to document good work cident report? (`HV UO Forzam	and minor deviation	s supplemental to the	✓ Yes	□ No
An inudes and morals are positive motions feel their work is a valuable contribution to the departmental operation? (1) Do officers feel their work is a valuable contribution to the departmental operation? (2) Are there frustrations in their work? (3) Are employees familiar with recent changes in policy or procedure? (4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? (5) Do all employees get along well? (6) Are there problem individuals? (7) Yes No (8) Are supervisors aware of these individuals and are they taking steps to change their behavior? (9) Is there a positive motivation force present in the squad? (1) Is a climate created as that individuals want to do a good job? (1) Is a climate created as that individuals want to do a good job? (1) How do supervisors feel about the procedures? The procedures are fair, reasonable attd necessary. (2) If there has been a recent case filled, was it handled successfully? (3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HFM 9.1. Employee Relations Manual?	ATT	TUDES AND DISCIPLINE	Entra Carlotte	The state of the s	CORRECTI	·E
(2) Are there frustrations in their work?	a. H	ow do employees really feel about their work, their supervisors	s, the role of traffic er	1000000	and more	de are positive
(2) Are there frustrations in their work?	(1)	Do officers feel their work is a valuable contribution to the d	enarimental energic			
(a) How can these frustrations be reduced? (3) Are employees familiar with recent changes in policy or procedure? (4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with			eparimental operatio	on ?		
(3) Are employees familiar with recent changes in policy or procedure? (4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? (5) Do all employees get along well? (6) Are there problem individuals? (7) Yes No (8) Are supervisors aware of these individuals, and are they taking steps to change their behavior? (9) It has a climate created as that individuals want to do a good job? Are the grievance and complaint procedures understood by all supervisors and employees? (9) Yes No (1) How do supervisors feel about the procedures? The procedures are fair, reasonable and necessary. (2) If there has been a recent case filled, was it handled successfully? (3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPIM 9.1. Employee Relations Manual?	(/	·			☐ Yes	✓ No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with			· · · · · · · · · · · · · · · · · · ·	*		
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with Ive uniformed employees? (5) Do all employees get along well? (6) Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? (b) It there a positive motivation force present in the squad? (c) It there are problem individuals want to do a good job? (d) Are the grievance and complaint procedures understood by all supervisors and employees? (e) If there has been a recant case filed, was it handled successfully? (f) If there has been a recant case filed, was it handled successfully? (g) If no, did it properly proceed to the next appropriate level? (g) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HFM 9.1, Employee Relations Manual?	(3)	Are employees familiar with recent changes in policy or proc	edure?		7 Yes	□No
(6) Are there problem individuals? (a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? (b) It there a positive motivation force present in the squad? (c) It is a climate created so that individuals want to do a good job? Are the grievance and complaint procedures understood by all supervisors and employees? (d) How do supervisors feel about the procedures? The procedures are fair, reasonable and necessary. (e) If there has been a recent case filed, was it handled successfully? (f) If no, did it properly proceed to the next appropriate level? (g) If no, did it properly proceed to the next appropriate level? (g) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1. Employee Relations Manual?	(4)	Do the nonuniformed employees feel they are allowed to partitle uniformed employees?	dicipate in Area fund	lions equally with		Tes Testing
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	(5)	Do all employees get along well?			✓ Yes	□No
Is there a positive motivation force present in the squad? (1) Is a climate created so that individuals want to do a good job? Are the grievance and complaint procedures understood by all supervisors and employees? (1) How do supervisors feel about the procedures? The procedures are fair, reasonable and necessary. (2) If there has been a recent case filed, was it handled successfully? (3) If no, did it properly proceed to the next appropriate level? (4) If no, did it properly proceed to the next appropriate level? (5) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPIM 9.1. Employee Relations Manual? (6) Page 7 of 7	(6)	Are there problem individuals?			✓ Yes	□No
(1) Is a climate created so that individuals want to do a good job? Are the grievance and complaint procedures understood by all supervisors and employees?		(a) Are supervisors aware of these individuals, and are they	taking steps to cha	nge (heir behavior?	✓ Yes	No
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(a) If no, did it properly proceed to the next appropriate level? (b) If no, did it properly proceed to the next appropriate level? (c) Yes No (d) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HFIM 9.1, Employee Relations Manual? (e) Yes No (f) Yes No (f) Yes No (g) Yes No (g) Yes No (g) Yes No	(1)	How do supervisors feel about the procedures? The procedure	ures are fair, reasons	able and necessary.		·
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(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HFIM 9.1, Employee Relations Manual? Yes No						<u> </u>
SG (Rev. S-00) Page 7 of 7	(3)	Are all grievances and complaints relating to contract interpre	tations retained in th	e Area in accordance		
Deality / (Egipus raillans	53G (Rev.	6-00) Page 7 of 7 Destroy Previo	ous Editions			04530±08.adf

STATE OF CALIFORNIA	AREA	DIVISION	NUMBER
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION	Altadena	Southern	575
SUPERVISION AND TRAINING	EVALUATED BY		DATE
CHP 453G (Rev. 5-06) OPI 009	Sergeant Starling	09/30/2008	
FRUCTIONS: Indicate items reviewed by placing a form is used as a Correction Report, the "Correction" b	a check in the "Evaluated"	box and/or the "Action dated as deficiencies	n Required" box. are corrected. A

box. If this ed. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired. SUSPENSE DATE TYPE OF EVALUATION 10/30/2008 Formal Evaluation ✓ Informal Evaluation DATE COMMANDER'S REVIEW FOLLOW-UP REQUIRED Correction Report 9/30/2008 ☐ No √ Yes ΒY CORRECTED ACTION REQUIRED **EVALUATED** 1. GENERAL Yes a. Does the Area work force consist of employees, supervisors and managers who support the principles □ No √ Yes addressed in GO 0.8, Professional Values? V Yes □ No (1) Are the employees capable of performing and maintaining essential services to the public? □ No √ Yes (2) Are upward mobility and career development programs and training available to interested employees? √ Yes □ No b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☐ No √ Yes (1) Do supervisors review and assess specific training needs with employees annually? √ Yes □ No (a) Is this review done in conformance with the departmental Out-Service Training Plan? Do employees assist in their training assessment by helping supervisors identify their strengths □ No √ Yes and weaknesses? ✓ Yes No (1) Do employees seek information on training opportunities to improve their job performance? ☐ No √ Yes (2) Do employees initiate their own career development plan? □ No √ Yes (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ACTION REQUIRED CORRECTED EVALUATED 2. LIEUTENANTS (OTHER THAN COMMANDERS) NO Yes Captain Dance develops his Lieutenants by personally a. What are the commander's plans for developing Area lieutenants? working with them, by assigning staff work for them to complete, and by assigning them to work as Acting Commander in his absence. **V** Yes □ No (1) Are the plans in writing? (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their √ Yes □ No individual career development plans? (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those √ Yes □ No of the Department? (a) Do the lieutenants have a career development plan based on their assessment center √ Yes \square No follow-up reports? (b) Does the commander use the lieutenant's career development plan to structure needed training \square No √ Yes and make meaningful comments on annual performance reports? (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization □ No √ Yes

affiliation, etc.?

AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

СН	P 453	G (Re	v. 5-06) OPI 009				
-	(6		lieutenants' annual evaluations contain comments on ward mobility?	their managerial potential a	and their desires on	☑ Yes	□No
		(a)	How does the commander train the lieutenants for co	mmand responsibility?	Captain Dance p	prepares his L	ieutenants
			for command responsibility by assigning them as Ac	ting Commander when he	is absent, by assigning	them staff wo	rk
7_00			normally completed by the Area Commander, and by	working with each of the	m individually.		
		(b)	Are the lieutenants submitting completed staff work?			√ Yes	☐ No
-		(c)	Are the lieutenants involved in coordination with other	r agencies in the criminal j	ustice system?	√ Yes	□ No
		(d)	Are the lieutenants participating in Headquarters care	eer development assignme	ents?	Yes	☑ No
	b. А	re lieu	utenants given freedom to manage their respective ope	rations?		√ Yes	□ No
	(1) Are	e the lieutenants effective supervisors?			√ Yes	☐ No
	(2) Are	e the lieutenants developing managerial skills in suborc	linate supervisors?		☑ Yes	☐ No
	(3) Are	e the lieutenants well-organized in their work?			√ Yes	☐ No
		(a)	Do they maintain files to assist in evaluations?			√ Yes	☐ No
		(b)	Do they plan and make effective use of time?			√ Yes	☐ No
_		(c)	Do they work closely with subordinates?			√ Yes	☐ No
7		(d)	Do they foresee problems and plan for them?			☑ Yes	☐ No
•		(e)	Do they have an "open door" policy that does not circ	cumvent the sergeant's aut	hority?	✓ Yes	☐ No
3. 8	SERC	SEAN'	тѕ	EVALUATED Yes	ACTION REQUIRED	CORRECTED	
é		the s	sergeant's role as an essential member of the comman tood?	d's management team wel	l-defined and	√ Yes	☐ No
	(1)		es Area use the sergeant as part of the management to and agree on priorities?	eam and ensure all have a	good understanding	√ Yes	☐ No
		(a)	Do the sergeants maximize their on-the-road field su	pervision time?		 ✓ Yes	☐ No
		(b)	Do the sergeants properly apply management philoso	ophies and supervisory ski	lls?	☑ Yes	□ No
		(c)	Do the sergeants promote a positive environment corsubordinates?	nducive to counseling and	motivating	√ Yes	☐ No
	(2)	Do	the sergeants assist in the development of their subore	dinates?		 ✓ Yes	☐ No
		(a)	After officers with supervisory potential are identified,	what is done to develop the	nat potential?	They are en	ncouraged
			to attend training classes, handle special assignments	, and serve as O.I.C.s			
	(3)	Are	the sergeants able to direct the activities of subordina	tes to accomplish Area an	d departmental goals?	√ Yes	☐ No
		(a)	Do the sergeants' actions show a willingness to beco	me involved?		✓ Yes	☐ No
		(b)	Do the sergeants know when to act, when to delegate	e, and when to refer to a s	uperior?	☑ Yes	□No
	(4)	Are	sergeants available at the beginning and at the end of		he field during shift?	√ Yes	☐ No
			0 0	shift in the office, and in t	THE HOLD CLANS CHARLE		
		(a)	If on an alternate workweek, are the sergeants able to			√ Yes	☐ No

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AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING CHP 453G (Rev. 5-06) OPI 009

	(a)	Are sergeants conducting ride-alongs as required?	✓ Yes	☐ No
	(b)	How are ride-alongs documented? A sign-up in the sergeant's office, evaluation forms attached to	officer's 100	form
(6)		nere a written order addressing supervisory observation of court testimony and the courtroom neanor of officers?	Yes	☑ No
	(a)	How is courtroom observation documented? On officer's 100 forms, when observed.		****
	(b)	Has courtroom procedures/testimony training been provided for officers?	√ Yes	☐ No
(7)	Wh	at policy does Area have for review of reports? Sergeants are required to randomly review report	ts, but will a	lso reviev
	all	fatality reports and all reports from any officer identified as deficient in written communications.		
	(a)	How often do sergeants review and, if necessary, discuss reports with officers? Reports from	m officers id	entified a
		deficient in written communications are reviewed daily. Other reports are reviewed &discussed with t	he officer if	necessary
	(b)	If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	√ Yes	
	(c)	Do supervisors utilize matrix reports as well as hands-on inspection of documents?	√ Yes	☐ No
(8)	Do	sergeants respond to incidents involving damage to state equipment or injury to personnel?	☑ Yes	□ No
	(a)	Do they assist with felony arrests or respond to physical arrest incidents?	√ Yes	□ N
	(b)	Do they respond to specific types of accidents? (If yes, specify.)	√ Yes	N
		Hazardous materials incidents, fatal traffic collisions, and incidents resulting involving injuries to CH	P personnel.	
	(c)	What role do sergeants assume at accident scenes? Sergeants normally assume an observatory is	ole, but occa	sionally
	-	assume Incident Command Responsibilities when reasonable, and assist the officer if necessary.		
	(d)	Are sergeants aware of MAIT call-out criteria?	☑ Yes	N
	(e)	How many times has a sergeant been "called-out" to an accident in the past year? Fifty-four (54).		
(9)	Аге	daily briefings held for each shift?	✓ Yes	□ N
	(a)	Are briefings interesting and meaningful, with the supervisor in control?	☑ Yes	□N
	(b)	How are briefing items and attendance documented and filed for future reference? Officers working	g on each sh	ift are
		identified on the daily beat roster. Beat rosters are retained in binders in the sergeant's office.		
	(c)	How are special duty officers briefed? Special Duty officers are briefed by the Administrative	Sergeant, att	end
		briefings on an intermittent basis.		
(10)	Wh	at methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Sergeants	hold meeting	s month
	or	nearly monthly, to coordinate their efforts and to plan for the upcoming months.		
	Do	sergeants participate in Public Affairs activities?	☑ Yes	□ N
(11)	<i>(</i> -)	Have they received public speaking training from their commander?	☐ Yes	☑ N
(11)	(a)			
		newly promoted or transferred sergeants receive proper orientation?	☑ Yes	□N

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AREA MANAGEMENT EVALUATION SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009 (a) How do sergeants keep current on additions or revisions to policy? Sergeants are provided with hard copies of all additions or revisions to policy. (b) Are the sergeants knowledgeable about current topics such as collective bargaining, V Yes □ No affirmative action, civil liability, etc.? √ Yes ∏ No (c) Do the sergeants expedite training/briefing of recent changes for subordinates? CORRECTED ACTION REQUIRED **EVALUATED** 4. OFFICERS NO Yes √ Yes No a. Does Area have a formal orientation training program? √ Yes ☐ No Does a supervisor oversee this program? √ Yes □ No Are departmental guidelines followed for field orientation training? √ Yes □ No Are Area field training officers (FTOs) departmentally qualified? √ Yes □ No b. Did Area adequately identify their needs when planning their training program? √ Yes ☐ No Has an effective training program plan been developed? √ Yes □ No Does it reflect both current and future needs? √ Yes ☐ No Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs? √ Yes ☐ No (c) Are plans regularly updated? Sergeants Sean Coyle and Thomas Franklin are responsible for the Field Training of new (2) Who is responsible for training? officers. Sergeant Johnny Starling and Officer Jeff Will are responsible for the ongoing training of the Area's officers. □ No √ Yes Is this person effective? □ No √ Yes Are guest speakers and other instructors regularly scheduled? √ Yes ☐ No Are critiques used to ensure only the best presentations are scheduled? Through their participation in How does Area identify personnel whose expertise may qualify them as an instructor? Area training days, and through the submission of resumes. After departmental policy requirements are met, training needs What methods are used by Area to establish training needs? are identified through any apparent deficiencies (I.E. report writing, on-scene investigation, search and seizure, additional Officer Safety needs). □ No √ Yes Do training topics appear relevant? √ Yes No (b) Are training results objectively evaluated on a regular basis? Sergeant Johnny Starling and Officer Jeff Will. c. Who is responsible for specialized training with the Area? √ Yes □ No (1) Are all officers proficient with cameras? √ Yes □ No (a) If not, are enough trained to meet operational needs? M Yes V No (b) Is refresher training provided periodically?

DEPARTMENT OF CALIFORNIA HIGHWAY PATROL AREA MANAGEMENT EVALUATION

		(c)	Who reviews photographs when they are returned?	Public Affairs Offi	cer Todd Workman.			
		(d)	Is a specific Individual responsible for camera mainte	enance?		☑ Yes	□ No	
-	(2)	ls c	one specific person responsible for Defensive Driver Ti	aining?		√ Yes	☐ No	
		(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupation Safety Manual?			6, Occupational	☑ Yes	☐ No	
	(3)	Are	there any special needs in the Area?			Yes	☑ No	
		(a)	If so, has any special training been provided in those	areas?		Yes	□ No	
	(4)	Аге	all officers currently certified in CPR?			√ Yes	☐ No	
		(a)	Is annual training conducted on schedule?			☑ Yes	☐ No	
c	l. Is c	ne s	pecific person responsible for training records?			√ Yes	☐ No	
	(1)	ls a	training chart utilized to record all training conducted	in the Area?		√ Yes	☐ No	
	(2) If a training chart is not used, what type of system is utilized by the Area?							
	(3)	Are	In-Service training records complete and current?			√ Yes	☐ No	
		(a)	Have officers new to the Area been added to the reco	ords?		√ Yes	□No	
	(4)	Are	records of individual officers current?			√ Yes	☐ No	
i. N	IONUN	NIFO	RMED	Yes Yes	ACTION REQUIRED Yes	CORRECTED		
а	. What special training has been planned for nonuniformed employees? Employees receive initial training					ning at the Ac	ademy.	
	They then receive job specific training at the Area from another employee who has prior experience in the assigned task.							
b	. Is there a planned orientation for new employees?						☐ No	
	(1) Is the departmental orientation guide for new employees being utilized?						☐ No	
	(2) Have new employees reviewed the video, "Spirit of Excellence"?						☑ No	
. E	VALU	ATIC	ON PROCESS	Yes Yes	ACTION REQUIRED	CORRECTED		
a.	Wha	at me	ethods are utilized to assure sergeants have sufficient	supervision time wit	h the officers they evaluate?	The serge	ant's work	
	loads, and officer evaluations are monitored by the Lieutenants and equitably spread amongst the sergeants. Sergeants a							
	to ob	oserv	re the officers in the field as often as possible.					
		(1)	Are evaluation assignments equitable?			√ Yes	☐ No	
		(2)	Are evaluations done on schedule?			√ Yes	☐ No	
	(3) How do lieutenants record their observations of the sergeants' critical task performance? Lieur					ieutenants atte	end	
			briefings, conduct ride alongs, attend Training Days,			and observe	daily	
			interactions between sergeants and officers, and they	record their observa	tions on the sergeant's CHP	112.		

AREA MANAGEMENT EVALUATION

SUPERVISION AND TRAINING

HF	4530	(Rev. 5-06) OPI 009					
_	ı. W	/hat records do the supervisors keep on the employee	s they supe	ervise? Entries	s on CHP 112s, and	supervisors comment	ts from
	pr	rior 100 forms.					
	(1)	(1) Are significant matters recorded and filed regularly to provide a basis for evaluations?				√ Yes	□ No
		(a) Do records have a good balance of positive and negative comments?				√ Yes	□ N
	(2)	(2) Do all documents and comments comply with the Peace Officers' Bill of Rights?				√ Yes	□N
	(3)	(3) Do all supervisors contribute to the records?					□N
	(4)	Are similar records kept of supervisor's efforts?				☑ Yes	□N
c	. Are	e evaluations realistic, objective, and meaningful?	√ Yes	□ N			
	(1)	(1) Are evaluations consistent in the rating process?					
	(2)	(2) Is there continuous and thorough documenting of performance at all command levels?					N
	(3)	3) Do employees feel their evaluations assist them?					□ N
	(4)	Are comments in the evaluation in keeping with their	ir overall im	nportance? Yes.			
	(5)						□N
	(6)	Does the Area have a procedure to test the effectiveness of evaluations?					
	(7)) Is the commander satisfied with the Area's evaluation process?					
	(8)	Does the commander have a clear understanding o	of his/her rol	le in the perform	ance appraisal proc	ess? 🗸 Yes	□N
IN	ITER	IIM REPORTS		VALUATED es	ACTION REQUIRED	CORRECTED	
а.	Are	e interim reports utilized as appropriate?				✓ Yes	N
-	(1)		√ Yes	□ N			
	(2)	Were all other appropriate supervisory techniques uninterim reporting?	used withou	ut positive results	prior to implementi	ng ☑ Yes	□ N
Э.	Are	re interim reports periodically updated and discussed with the employee?					□N
	(1)	Do interim reports discuss the problem(s) in specifics and establish performance objectives?				☑ Yes	□ N
-	(2)	Are definite methods outlined to achieve satisfactory performance?				√ Yes	□N
	(3)	Are controls and follow-up present?				√ Yes	□ N
	(4)	Is the plan of action fully discussed with the employe	 ee?			√ Yes	N
	(5)	If satisfactory performance is not achieved within the specified time frames, is further corrective action taken?					□ N
N	CIDE	ENT REPORTS (CHP 2)	EV/ Ye	ALUATED es	ACTION REQUIRED	CORRECTED	
	Are	local controls over CHP 2s reasonable?				☑ Yes	
	/1)	(1) Who can issue them? Captain, Lieutenants, Sergeants, and Office Manager.					
_	(1)						

AREA MANAGEMENT EVALUATION

SUI	EA MANAGEMENT EVALUATION PERVISION AND TRAINING 453G (Rev. 5-06) OPI 009						
	(3) Are they available for supervisor's review?	☑ Yes	☐ No				
	(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? SEE PAGE 8	Yes	☐ No				
b	. Are incident reports properly worded?	✓ Yes	☐ No				
	(1) Do they state the subject in plain, concise language?	✓ Yes	□No				
	(2) When appropriate, do they set goals and provide meaningful direction?	√ Yes	☐ No				
	(3) Do they accomplish their purpose?	☑ Yes	□No				
С	. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	✓ Yes	☐ No				
9. /	ATTITUDES AND DISCIPLINE Yes EVALUATED Yes ACTION REQUIRED	CORRECTED					
а	. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? A samp	oling of the of	fficers'				
	opinions revealed the officers believe they are supported by the the Area management and supervisors. The offi	icers believe	their work				
	is important, and that the office cultivates a healthy work environment in which to work which encourages them	to do their b	est.				
	(1) Do officers feel their work is a valuable contribution to the departmental operation?	✓ Yes	☐ No				
	(2) Are there frustrations in their work?	☑ Yes	□No				
	(a) How can these frustrations be reduced? The beat assignments can (and are) evaluated on a daily basis to promote an						
	work load amongst the officers.						
	(3) Are employees familiar with recent changes in policy or procedure?	✓ Yes	□No				
	(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	☑ Yes	☐ No				
36	(5) Do all employees get along well?	✓ Yes	☐ No				
	(6) Are there problem individuals?	☑ Yes	☐ No				
	(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	☑ Yes	☐ No				
b.	Is there a positive motivation force present in the squad?	√ Yes	☐ No				
	(1) Is a climate created so that individuals want to do a good job?	✓ Yes	☐ No				
c.	Are the grievance and complaint procedures understood by all supervisors and employees?	 ✓ Yes	□No				
	(1) How do supervisors feel about the procedures? The supervisors understand the importance of the	e complaint	and				
	grievance procedures to ensure the department runs smoothly.						

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(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance

(2) If there has been a recent case filed, was it handled successfully?

(a) If no, did it properly proceed to the next appropriate level?

with provisions contained in HPM 9.1, Employee Relations Manual?

☐ No

☐ No

☐ No

☐ Yes

Yes

√ Yes

N/A